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## Announcements

### Submissions to the final AIM Newsletter

It seems unbelievable to those of us in the AIM Offices who have worked so proudly for AIM Research over the years, but this December Newsletter will be our last. We know that members of the AIM network, not only within the AIM Offices but in academic institutions and business communities across the country (and indeed the globe) are working to further the AIM Research legacy - not least through the [AIM Practice](#) initiative to turn our extensive research output into practical business tools.

But despite our resolve to look forward, we are equally determined to take this time to reflect on the incredible achievements of AIM Research since its inception a decade ago. We would like to invite all members of the AIM community to send us your memories and stories of AIM Research, whatever your involvement has been, for a special newsletter celebrating this fantastic initiative.

You can email your stories to Caroline at [caroline.brown@wbs.ac.uk](mailto:caroline.brown@wbs.ac.uk)

### Professorship for AIM Management Practices Fellow

We are pleased to announce that AIM Management Practices Fellow Jennifer Whyte has been appointed Professor of Innovation and Design at the University of Reading Business School. Our warm congratulations to Jennifer, who we know will be a great success in her new role.

### AIM Services Fellow appointed to the Institute of Systems Science at NUS

Our congratulations go to AIM Services Fellow Professor Irene Ng, who has been appointed as Adjunct Professor at the Institute of Systems Science (ISS) of the National University of Singapore (NUS) for a one-year term. Professor Ng is engaged to contribute to the three thrusts of Research, Teaching and Practice for The Service Innovation Cluster of the institute.

"Our vision for Service Innovation is to enable organisations to apply knowledge and leverage on technologies to inspire innovation and advance service," said Mr Lim Swee Cheang, Director and CEO of ISS. "Professor Ng brings authoritative advice that will help build ISS' capabilities in Service, establishing it as a leading institute of higher learning that continues to contribute to defining national competencies in Service Innovation Design."

### Significant editorial appointments for AIM Fellows

We are pleased to announce that AIM Senior Fellow **Professor Rick Delbridge** has been appointed to the Editorial Team of the Academy of Management Review, while AIM Innovation Fellow **Professor Gerry George** has been appointed Associate Editor of the Academy of Management Journal. This is a tremendous recognition of the contribution of both to their fields, particularly as in both cases they become the only European Editors on their respective editorial

teams. It is excellent to see AIM Fellows representing the best of British and European management research.

For more information on Professor Rick Delbridge's appointment to the Academy of Management Review [click here](#). [Click here](#) for more information on submissions for the Academy of Management Review.

For more information on Professor Gerry George's appointment to the Academy of Management Journal [click here](#). Professor George will be handling themes of Innovation and Entrepreneurship in particular, as well as strategy in Emerging Economies. [Click here](#) for more information on submissions for the Academy of Management Journal.

In addition to this, we are also pleased to announce that AIM Scholar **Dr Adegoke Oke** has been appointed as an Associate Editor of the Journal of Operations Management. For more information about his appointment, [click here](#).

Our warmest congratulations to Professor Delbridge, Professor George and Dr Oke for these excellent achievements.

## Activities

### Updates from the frontier of innovation; 8 July 2011; London



The Innovation Lab enjoyed another well-attended and lively conference this July, bringing together its unique network of practitioners and academics tackling the ever-moving target of innovation in their work. With contributions including AIM Senior Fellow Professor Lynda Gratton giving an academic perspective, business insights from Fabian Schlage at Nokia Siemens and valuable look at innovative grassroots projects by Noel Hatch and Emily Wilkinson at Kent City Council, alongside a host of other speakers, there was much to debate and discuss and as always with the Innovation Labs the sense that there is a great deal more to explore in the future. We were pleased to be able to showcase the latest AIM Executive Briefing to come out of the Innovation Labs, [Open Collective Innovation](#), and we look forward to producing one more before the end of 2011.



To view the slides from this event, [click here](#) - and if you would like to find out more about the Innovation Labs project and how you can get involved in the future, see their [website](#).

### Service design and innovation with AIM VIF Dr Scott Sampson; 23-24 June 2011; Cambridge



This June delegates enjoyed a valuable opportunity to attend a free two-day conference with AIM VIF Dr Scott Sampson, as well as AIM Deputy Director Professor Andy Neely and a host of other AIM Fellows at the Cambridge University Institute for Manufacturing. Convened by AIM Management Practices Fellow Professor Zoe Radnor, the workshop aimed to focus on developing thinking around services, both public and private, and their design. It gave participants the opportunity not only to hear about the concepts from some leading academics currently developing the thinking and theories around the



topic but also opportunity for them to develop and apply the ideas to their own teaching and research. The workshop introduced new models and frameworks which can be used to support the teaching of Service Operations, Design and Innovation as well for research.

Further details of this event including slides can be found [here](#).

### Visit from AIM VIF Professor Andrew Van de Ven; May 2011

We were fortunate to receive another extensive visit from AIM VIF Professor Andrew Van de Ven this year, with workshops in London, Cardiff and Leeds enabling a great number of delegates to hear him speak about his work on 'engaged scholarship'. While the successful opening conference 'Engaged Business Research for Impact' was a highlight of his stay, of particular noteworthiness was the chance for research students to attend his workshop 'Designing small-scale engaged business research'. This one-time opportunity for these early-career academics really underlines the important capacity-building work that AIM Research has always done as a core part of its mission.

The slides from Professor Van de Ven's workshops are available here:

[Engaged business research for impact](#) - all audiences

[Designing large-scale engaged business research](#) - established researchers

[Designing small-scale engaged business research](#) - PhD students and early-career academics

[Researching innovation and change processes](#) - all academics

[Further reflections on engaged scholarship](#) - all audiences

### Visit from AIM VIF Professor Martha Feldman; June 2011

International Visiting Fellow Martha Feldman (UCI) was involved in a series of events in Scotland this June. The first two events were based at the University of Edinburgh Business School and included a seminar titled "Adapting practices in the context of disruption: creating temporary normal" centred around Martha's most recent work analysing change and stability in practices or routines on the aftermath of the Hurricane Katrina; and a capacity-building workshop titled "What should I do next? A pragmatic approach to making sense of rich qualitative data" which built on Martha's own experience as an academic author, trainer and journal senior editor to advise junior as well as established colleagues about how to build theory from ethnographic data. Both events were highly successful and extremely well-attended by an audience that spanned different Schools at Edinburgh (Business School, Social and Political Sciences, Medicine, Informatics, Engineering, Divinity, etc.) as well as including colleagues from other Scottish Universities (St Andrews, Glasgow, Strathclyde). Martha Feldman and Luciana D'Adderio also gave a joint seminar at the University of St. Andrews School of Management titled "Practices, performances and performativity". This event was organised in collaboration with AIM Management Practices Fellow Nic Beech. Luciana will be soon uploading the slides for the events on her AIM Fellowship webpage at <http://www.dependableinnovation.org/>.

### Mini-conference for Oxford Handbook on the Creative Industries; July 2011; Sussex

In July Dr Jonathan Sapsed (AIM Innovation Fellow, University of Brighton) hosted a mini-conference to develop chapters for the forthcoming Oxford Handbook of the Creative



Industries. The AIM supported event at the Freeman Centre was organised with Jonathan's co-editors Candace Jones from Boston College and Mark Lorenzen of Copenhagen Business School, both AIM Visiting International Fellows. Ghoshal Fellow Gerben Bakker of the LSE participated,



along with VIF Lucy Gilson of University of Connecticut. Other participants included Hasan Bakshi (NESTA), Mariachiara Colucci (Bologna), Anna Dempster (Sothebys and Birkbeck), Vladi Finotto (Padova), Steve Flowers (Brighton), Pacey Foster (Massachussetts), Allegra Hadida (Cambridge), Paul Hirsch (Northwestern), Martin Kretschmer (Bournemouth), Juan Mateos-Garcia (NESTA and Brighton), Silviya Svejnova (ESADE), Barbara Townley (St Andrews), Jonathan Woodham and Georgina Voss (both Brighton).

The Oxford Handbook marks creative industries scholarship as an increasing and continuing area of interest to academe, business and public policy. The collection pursues themes on the sources of creativity, how value is produced, and how its production and commercialisation is organised. The Handbook consolidates world-leading research from business and management, economics, geography, history, law and policy studies. Following the discussions at the min-conference, chapters will be revised and publication expected in early 2012.

### **EGOS Colloquium "Reassembling Organizations"; 7-9 July 2011; Gothenburg**

AIM Innovation Fellow Luciana D'Adderio (University of Edinburgh) and AIM International Visiting Fellow Martha Feldman (University of California Irvine) have jointly convened a successful conference track at the European Group for Organization Studies (EGOS) Colloquium in Gothenburg (7-9 July). The Sub-Theme, titled "(Re)Assembling Routines. The Role of Artifacts in Organizing" included the presentation of around 26 papers and highly engaged scholarly discussion around the topic of routines/practices and artifacts/materiality. The interdisciplinary track, which was attended by an enthusiastic and committed audience of around 55, provided an opportunity to bring together a community around this emergent and important topic. The track will be followed by further dedicated sessions at international conferences and the publication of a journal's special issue. The convenors are currently assembling a webpage containing a list of scholars who want to contribute to the debate.

Those who want to join this network can write to Luciana D'Adderio ([L.D-Adderio@ed.ac.uk](mailto:L.D-Adderio@ed.ac.uk)) expressing their interest and specifying their topic.

### **How far can outsourcing and offshoring go? The case of global legal services market; 28 June; London**

Seminar 3 in the AIM Research and Asia-Pacific Technology Network Series

India has led the way as a centre for outsourcing in the Information Technology industry (the "Bangalore phenomenon"). More recently, India has been moving up the value chain into territory known as Business Process Outsourcing, whereby increasingly complex business processes are being sub-contracted to India. These processes are mostly routine, including back-office functions such as such as billing or purchasing, and front office ones such as marketing and technical support. Given the increase in India's experience with outsourcing, it is not clear where the limits for this phenomenon might be.

With presentations from AIM Senior Fellow Professor Mari Sako - who has been studying legal services, a sector which has started to support a significant amount of outsourcing to India, the Philippines and elsewhere - Director of Avington Systems, John S Pickup, and Sudip Roy from Tata Consultancy Services, delegates heard and discussed the implications of outsourcing for more complex, knowledge-based industries.



To view the slides from this event, [click here](#).

## AIM at the Academy of Management Conference 2011; August; San Antonio, Texas

### Approaches to Studying Management Practices

Organised by AIM Management Practices Fellows Professor Nic Beech, Professor David Denyer and Dr Katy Mason

We were pleased to receive excellent feedback from the attendees of this well-attended workshop, which addressed theoretical, methodological, and practitioner challenges in studying management practice, looking at what managers and their co-workers actually do.

Further information on this workshop including slides is available [here](#).

### Research on universities and commercialization: Contributions to Management Research

AIM Management Practices Fellow Dr Markus Perkmann organized a Professional Development Workshop in conjunction with Dr Riccardo Fini (Imperial), Dr Nicola Lacetera (Rotman School), Dr Andrew Nelson (Oregon) and Dr Henry Sauermann (GeorgiaTech). The workshop provided participants with a state-of-the-art overview of research on commercialization, technology transfer and university-industry collaboration. The presenters illustrated different theoretical lenses that may be useful in examining these activities, addressing how research on universities may yield more general theoretical contributions to the management literature in areas such as entrepreneurship, innovation, decision making, institutional change and strategy.

Dr Perkmann also co-authored the following papers:

Reaching Across Institutional Logics: Industry Engagement by University Scientists, Perkmann, M; Salter, A; Tartari, V

Leveraging Institutional Distance: Institutional Arbitrage in University-Industry Relations, Perkmann, M; Phillips, N; Greenwood, R

Boundary Organization Design and Interaction Work as Tools of Institutional Change, Markus Perkmann, M; Schildt, H

## New Publications

### Open Collective Innovation

By AIM Senior Fellow Professor John Bessant and AIM Associate Professor Kathrin Möslein.

The innovation context is changing. The production of knowledge is accelerating. Knowledge creation is now a globally distributed activity. Globalisation has massively increased the range of markets and segments - putting pressure on innovation search routines to cover much more territory. The proliferation of the internet and emergence of large-scale social networks necessitates the development of new approaches to innovation. The involvement of active users in innovation is accelerating.

As a result of the changing context in which innovation is taking place established organisations need to review their approaches to innovation management. There is an emerging picture of the type of innovation that is best suited to organisations operating in the modern globalised business world. This type of innovation is **Open Collective Innovation**.



This report will be available online shortly but in the meantime email [amy.karp@wbs.ac.uk](mailto:amy.karp@wbs.ac.uk) to receive your free digital or hard copy.

## The Knowledge Management Challenge

By AIM Senior Fellow Professor Mark Easterby-Smith and Irina Mikhailava

Knowledge is a vital organisational resource; however capturing and transferring tacit knowledge, internalised experience, skills or cultural knowledge - softer forms of knowledge - can be particularly challenging as they are not easily explained or codified. Managing the softer side of knowledge often entails activities such as connecting, networking, and boundary spanning, bridging between people, organisations, across countries or continents. It must also consider the time dimension, as knowledge of legacy products, for example, must be retained over life-cycles that may last tens or hundreds of years.

Of particular importance are two knowledge management concepts: **knowledge exchange**, useful when people find themselves in the midst of networks, projects, meetings and conferences, and need to communicate actively within and outside the organisation; and **knowledge transfer**, especially when people reach late career, have accumulated substantial knowledge and expertise, and the organisation risks losing this knowledge when that person leaves.

This publication is available to download [here](#), or you can order your free hard copy [here](#).



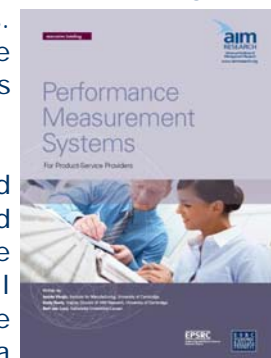
## Performance Measurement Systems

By Dr Ivanka Visnjic, AIM Deputy Director Professor Andy Neely and Professor Vart van Looy

An increasing number of firms primarily associated with the manufacture and sale of products now offer services as a part of their business model - in fact a third of large manufacturing firms globally, with that proportion increasing to almost 60% in the United States. In many cases, however, these firms have yet to apply a performance measurement system appropriate for the new products and service business model.

While promising practices in performance measurement for products-focused business are well explored, there are still no consistent and integrated foundations for the design and deployment of a complete performance measurement system for product-service providers that draws on all relevant performance perspectives. This executive briefing looks at the design and deployment of a performance measurement system for a product-service provider, as well as why certain performance measures are chosen and what factors underpin them.

This publication is available to download [here](#) or you can order your free hard copy [here](#).



## Leveraging Your Human Capital

By AIM Fellow Dr Winston Kwon, AIM Senior Fellow Professor Ian Clarke and AIM Associate Professor Ruth Wodak.

In a business environment human capital, including the firm's most talented individuals, plays an essential role in creating a corporation's competitive advantage. It makes sense, therefore, to include the contribution of those individuals during the



strategic decision making process. Unfortunately, as many people will have experienced in the thousands of meetings and conversations where important decision making takes place, certain individuals use their power and influence to exclude the contributions of others and drive through their preferred outcome. Often this is to the detriment of the organisation's broader objectives.

A critical component of the decision making process during such meetings and conversations is the building of consensus. We used Critical Discourse Analysis to analyse the transcripts of two board meetings held by a FTSE 100 company. Using the results of this analysis we have identified several factors fundamental to effective consensus building. We also suggest some strategies for managers and leaders to maximise their employees' contribution to the strategic decision-making process during meetings and conversations.

This report will be available online shortly but in the meantime email [amy.karp@wbs.ac.uk](mailto:amy.karp@wbs.ac.uk) to receive your free digital or hard copy.

## Upcoming Events

### **Early career workshop with AIM VIF Klaus Weber; 13 September 2011; London**

Time: 10.00-16.00 (lunch included)

Venue: Imperial College London, Exhibition Road

This workshop offers a (critical) introduction to analysing social, economic and psychological phenomena through textual data. With the digital availability of many documents, methodological advances and expanding software options, 'text analysis' has become an increasingly popular method. The techniques discussed can be applied to analysing transcripts of interview or speeches, news and corporate reports, legal filings, academic articles, online content, and more.

The workshop combines short overview lectures, discussions of example papers and hands-on demonstrations. It will be seminar style and interactive. Professor Weber will provide an overview of different approaches, then focusing primarily on content analysis, with some discussion of computational techniques developed in information sciences and linguistics. The workshop will not cover 'qualitative' analyses, such as open coding, discourse or literary analysis.

The workshop will cover the following:

- Mapping varieties of text analysis
- Common conceptual foundations (communication, semiotics)
- The research process: from research design to presenting results (content analysis)
- Computational approaches (natural language processing)
- Software support
- Common pitfalls and Q&A

Klaus Weber is an Associate Professor at Kellogg School of Management, North Western University and AIM Visiting International Fellow. He is a Senior Editor at Organization Science, and has published in Administrative Science Quarterly, Academy of Management Journal, Organization Science and other journals. The workshop is organised by AIM Practices Fellow Markus Perkmann.

To Apply

This workshop is particularly suitable for scholars in the early stages of their career. Participants will be expected to read some background literature that will be distributed in advance.

Places will be limited. Individuals should submit a short paragraph stating how they are using or planning to use textual analysis in their research and a one page CV. Please submit everything as one single Word or Acrobat document. Places will be allocated according to fit and career stage.

Send your application to [m.philpott@imperial.ac.uk](mailto:m.philpott@imperial.ac.uk) by 5pm on 26 August 2011.



**BAM's 25th Annual Conference; 13th - 15th September 2011; Aston University, Birmingham**

AIM Research will be holding two events this year, in addition to our exhibition stand where you can view the latest of our research publications. This will be the final year that AIM Research attends the BAM Annual Conference, so do be sure to take advantage of the opportunity to receive copies of publications from our extensive archive covering all areas of management research, and to find out more about AIM's plans for the future.

AIM Research: Past, Present and Future: Wednesday, 14 September 2011, 4.00-5.30pm  
Venue: Sumpner Lecture Theatre, Main Building, Aston Business School, B7 4ET Birmingham

After nearly a decade of unparalleled contribution to management research in the UK, AIM Research is coming to an end this year. It has been an incredible undertaking, funding over 300 academics carrying out research into all areas of management, countless opportunities for collaborations across institutions, nations and fields. But while AIM Research may be coming to a close, AIM won't be ending. Quite apart from the invaluable networks that we have built up over the years, as well as exceptional ongoing schemes such as the Innovation Lab, we at AIM are determined to ensure that the core AIM legacy of connecting world class research with the practitioner community doesn't stop. In this evening reception we will be celebrating AIM's history and looking forward to the future.

Approaches for Studying Management Practices: Thursday, 15 September 2011, 9.00-10.30am  
Venue: TBC

Many organization, strategy and management researchers have commented on the value of the practice-based approach which, drawing on movements in social sciences more generally, has been referred to as 'the practice turn'. While practice is often conceived as bundles of activities, there are significant differences in the conceptions of activities and their connections to one another. Practices are the context of action and are themselves constituted through meaningful action. Thus the study of practices incorporates understanding activities, experiences, presentation (and re-presentation), skills, learning and the materiality of action. However, a rich theoretical background and diverse contributions create conflicting advice for managers and researchers alike.

The purpose of this symposium, organised by the AIM Management Practices Fellows, is to enable those in the field to explore the different positions adopted and to discuss where productive dialogues and debates between those positions might be fostered.

As in previous years, AIM will be among many conference exhibitors at BAM 2011 and will be located at Stands 12 & 13.

**Conference in honour of Peter Swann (OBE); 15 - 16 September; Nottingham**

To mark the recent retirement of Professor Peter Swann this conference celebrates his highly distinguished career, as both academic scholar and policy advisor. Peter has made significant intellectual contributions in the economics of innovation, championing the development of research and understanding of demand and wealth creation; innovation and sustainability; industrial and technology policy; and industrial clusters. He has held several advisory positions with government, including specialist advisor to the House of Lords Committee on Science and Technology. Peter was awarded an OBE in the Queen's Birthday Honours List for Services to Business and Economic Policy. As well as providing intellectual leadership, Peter has been an inspirational teacher, and a supportive and encouraging colleague over the course his career at London Business School, Manchester Business School, and Nottingham University Business School.

For more information about this free two-day conference [click here](#).

**Grand Challenge in Service Week 2011; 20-23 September 2011; Cambridge**

Following the success of the inaugural event in 2010 we are delighted to announce the 2011 Grand Challenge in Service Week, organized by the Cambridge Service Alliance. A combination of partner, open and academic events designed to push the boundaries of service knowledge.

The logo for the Cambridge Service Alliance, featuring the word "CAMBRIDGE" in a large, blue, serif font above the words "SERVICE ALLIANCE" in a smaller, black, serif font. The entire logo is enclosed in a dashed rectangular border.

20 September 2011 - Partner's Day

The week will start with a one day Partners Day to be held on 20 September 2011. This will be an executive programme for up to 20 delegates from partner organisations during which we will explore the latest insights in service thinking. This programme will draw directly on the research completed by the Cambridge Service Alliance.

21 September 2011 - Industry Conference

This year will see a One Day Industry Conference being run as part of The Grand Challenge in Service Week, on 21 September, on the theme of "Business Model Innovation in Services: Delivering Competitive Advantage". This one-day conference explores how leading organisations develop innovative business propositions to drive their competitive advantage through service innovation (further details below).

22-23 September 2011 - Two Day Academic Conference

Rounding up the week there will be a Two Day Academic Conference, from 22-23 September, on the theme of "Understanding Complex Services Through Different Lenses". The Event Page includes details of the unique case study based approach being applied to the event.

Please do get in contact if you would like to know more or are interested in speaking or sponsorship opportunities.

For further information, please visit the website, or contact Nick Mann T: +44 (0)1223 748263, E: [events@cambridgeservicealliance.org](mailto:events@cambridgeservicealliance.org)

**Service Innovation: Competitive advantage through new business models; 21 September 2011; Cambridge**

8.30am - 4.00pm

Location: Moller Centre, Cambridge, UK

Programme: [Click Here](#)

Services are increasingly important and now account for over 70% of economic activity in developed economies. Many manufacturing firms are developing services as a way of adding value to their business offerings. These services can be outcome based, complex to design and deliver and involve business to business collaborations and extended networks.

The shift to services is underpinned by the introduction of novel service business models which have radically changed whole industry sectors.

However many organisations struggle to build the capabilities needed to deliver complex services as a result of the complexity inherent in managing the network of suppliers required to deliver them.

This event has been designed

- To provide you with the latest insights into business model innovation
- To showcase leading industry practice, demonstrating the real value that can be realised
- To reveal the key drivers, success factors and challenges in implementing new service focused models.

The high paced interactive conference will bring together business leaders and policy makers representing a variety of sectors from across Europe. Speakers include Deputy Director General, European Commission, Chief Executive, Southwest One, Managing Director, Hitachi Europe and Managing Director, Halcrow.

For further information, please visit the website, or contact Nick Mann T: +44 (0)1223 748263,

E: [events@cambridgeservicealliance.org](mailto:events@cambridgeservicealliance.org)

### **Theory and its construction with AIM VIF Professor Ajay Kohli; 23 September 2011; Lancaster**

Time: 2.00-4.00pm

Room: Executive Suite, LUMS, Department of Marketing, Lancaster University Management School

The vitality of a discipline is reflected in the vibrancy and quality of its theories that explain and predict phenomena of interest. This research makes two main contributions. First, it clarifies the structure of a theory as comprised of three core components. This reveals the commonalities between theories based on narrative logic and mathematical logic (analytic models). It develops three general structures of arguments that can be used to support three different types of propositions (main effects, interaction effects, and non-linear effects). An understanding of the general structure of arguments clarifies certain dilemmas confronting scholars developing new theoretical propositions, and how they can be addressed. Second, this research maps the theory construction process in order to develop insights for generating more impactful theories. Specifically, it identifies key characteristics that make a theory impactful, and based on these, suggests ways in which scholars can engage in the theory construction process to generate more impactful theories.

Professor Kohli served as the Editor of the Journal of Marketing, the premier broad-based academic journal in Marketing, until August 2011. His research has received several awards including the Alpha Kappa Psi award for its contribution to marketing practice, and the inaugural Sheth Foundation / Journal of Marketing award for long-term impact on marketing. In addition, one of his articles was a finalist for the Harold H. Maynard for its contribution to marketing

theory and thought.

For more information [click here](#).

Registration:

Attendance at the seminar is free. Please register in advance via the online booking form available [here](#). For more information regarding this event please contact Agnieszka Witaszczyk, Events and Meetings Officer: [agnieszka.witaszczyk@wbs.ac.uk](mailto:agnieszka.witaszczyk@wbs.ac.uk)

Participants are also invited to attend Prof. Ajay Kohli's workshop on Monday, 26 September 2011 in London.

**AIM capacity building workshop: Theory and its construction in marketing & management**  
**26 September 2011; London**

10.00am-4.00pm

CBI Conference Centre, 103 New Oxford Street, London, WC1A 1DU

Directions: [click here](#)

Guest speaker: AIM Visiting International Fellow Professor Ajay Kohli, Georgia Tech College of Management

Organised by AIM Management Practices Fellow Dr Katy Mason, Lancaster University Management School

Registration:

Attendance at the workshop is free, including lunch and refreshments. You are required to do a small amount of preparation for the workshop. Places are limited and will be allocated on a first come, first served basis, so early application is advised. Lunch and refreshments will be provided on site.

Participants must register in advance via the online booking form available [here](#).

AIM of the Workshop:

In this Capacity Building workshop Prof. Ajay Kohli of Georgia Technology College of Management and AIM International Visiting Fellow, will provide scholarly advice and guidance to Marketing and Management scholars who are working to develop the theoretical contribution of their research. This is a broad-based workshop and is consistent with much marketing research published in top tier journals in that it takes a broadly quantitative approach. However, we are also mindful of the valuable contribution of qualitative work and the need for strong qualitative theory building too.

The workshop should be of interest to those wanting to learn about theory and its construction, specifically how to develop and support argument. All are welcome, from PhD candidates to more experienced faculty who are trying to publish in top tier journals. This is a unique chance to engage in in-depth discussion and exploration of theory process. Places are limited and early registration is strongly advised.

For further information on workshop design and required preparation please see the [attached flyer](#).

For more information regarding this event please contact Agnieszka Witaszczyk, Events and Meetings Officer: [agnieszka.witaszczyk@wbs.ac.uk](mailto:agnieszka.witaszczyk@wbs.ac.uk)

Participants are also invited to attend Prof. Ajay Kohli's seminar on Friday, 23 September 2011 at 2.00 pm at Lancaster University Management School.

### **Workshop: Managing university-industry centres; 27 September 2011; London**

Time: 10am - 3pm

Venue: Imperial College London

This workshop is a collaboration between the Centre of Business Performance (CBR) at the University of Cambridge and the Business School at Imperial College London. Workshop supported by the Advanced Institute of Management Research (AIM), the European Commission via the DIME Network of Excellence and the UK Innovation Research Centre (UKIRC).

Universities and firms increasingly form large university-industry centres as focus for long-term alliances. In this workshop, we will present brand new research on the management of university-industry centres at the University of Cambridge, Imperial College London and the University of Warwick.

University-industry centres are usually located at universities and carry out research in collaboration with firms. They allow firms to access to state-of-the-art knowledge and public grants, and bring additional resources into universities.

Yet, these centres sit alongside the traditional academic department, and pursue both academic and industrial goals. There are real challenges relating to the ability of universities to deliver business-relevant outcomes, the control of intellectual property, conflicting time scales and people management.

For further information about this event [click here](#).

#### Registration

Places are limited, so please email [events@ukirc.ac.uk](mailto:events@ukirc.ac.uk) by 5pm, Friday 2nd September. Priority will be given to practitioners involved in university-industry collaboration.

For more information regarding this event please contact Maryam Philpott:  
[m.philpott@imperial.ac.uk](mailto:m.philpott@imperial.ac.uk)

### **APTN Seminar 4: Chinese investment in Europe: threat or opportunity?; 29 September 2011; London**

The Advanced Institute of Management Research and the Asia-Pacific Technology Network (APTN) run a series of seminars focussing on the challenges for business and managers from and in Asia.

Professor Simon Collinson (Warwick Business School/AIM Research) and Louis Turner (Chief Executive, APTN) chair this series of seminars.

Seminar 4: Chinese investment in Europe: threat or opportunity?

Hosted by: Fasken Martineau

Location: Fasken Martineau, 17 Hanover Square London W1S 1HU

Nearest tube station: Oxford Circus

Timing: Registration from 17:00: seminar from 17:30 - 19.15 (followed by refreshments)

Speakers:



Professor Simon Collinson, Professor of International Business and Innovation at Warwick Business School, and Guangbiao Chair Professor, Zhejiang University, China / AIM Senior Fellow will present on the following topic: "Chinese investment in Europe: threat or opportunity?"

The UK is second only to Germany as a destination for Chinese investment into the EU. By the end of 2010, the stock of Chinese investment into the UK had reached \$1.2 billion. This seminar will examine the rapid growth of inward FDI from China into the UK and Europe and the implications for British businesses.

**Registration & Pricing:**

Free to Fasken Martineau clients, APTN's annual supporters and AIM Fellows

£40 + VAT (Executives)

£20 + VAT (Asian citizens/institutions, officials, executives from Small Companies)

£10 + VAT (Academics),

Free for the Media

To register your interest please send your details (name, institutional affiliation, email address, phone number - and the category you come under) to [biz22@aptn.org](mailto:biz22@aptn.org)

Seminar 5: 8 December 2011, Nirmalya Kumar (London Business School), London: Fasken Martineau.

**The Wealth of Universities; Implications for management research with AIM VIF  
Maryann Feldmann - NEW DATE; 18 October 2011; London**

Time: 12:30 - 17:00

Venue: Imperial College, South Kensington Campus

Event type: Seminar

Professor Maryann Feldmann is an AIM VIF and Distinguished Chair in Public Policy University of North Carolina.

Universities have long presented a rich and interesting setting to learn about management issues. A large body of research has shed light on processes including technology commercialization, academic entrepreneurship and university-industry collaboration. An important part of this work has documented and investigated empirical phenomena and relationships.

Other authors have deployed data and insights from studying universities to make more general theoretical contributions to the management literature, in areas such as entrepreneurship, teamwork, creativity, decision-making, institutional change and strategy. In this workshop, we aim to provide an opportunity for participants to discuss and learn about recent work in both these areas.

We hope the workshop will provide a springboard for future research on the changing nature of universities and their role in the economic system, informing public policy and university management.

Participants include Maryann Feldman (AIM VIF, University of North Carolina), Simcha Jong (UCL) and Mike Wright (Nottingham).

**Registration:**

Early career scholars are especially welcome to participate and the workshop will provide insights in publishing research on this topic in leading journals by leading scholars in the area.

There are a limited number of places left on this course. For more information please contact Maryam Philpott [m.philpott@imperial.ac.uk](mailto:m.philpott@imperial.ac.uk)



### **Realize your impact - exploring the benefits of collaborative management research -Liverpool**

Event held by AIM Senior Fellow Professor Elena Antonacopoulou

**1st November 2011; 10.00am-3.00pm; University of Liverpool Management School**

This event is aimed at managers, management scholars, and policy makers doing, planning, or facilitating collaborative management research as a means of exploring new ways of delivering innovative organizational change. It forms part of a larger programme of events dealing with impact and collaborative management research. A national event will be hosted in Norway November 15th 2011 and the topic is also pursued through a dedicated stream at the EGOS 2012 Colloquium in Finland.

Innovative organizational change is important to sustain performance in a competitive environment. While doing management research collaboratively poses particular challenges the rewards can be great. Working collaboratively can add value both to business and to research by opening up avenues that are otherwise beyond the reach of both practitioners and scholars.

The event seeks to develop a more hands on appreciation of the forms of impact that can be pursued through collaborative research projects. The target audience will find these insights useful when designing and assessing the potential of collaborative projects present and future.

To secure a place, please register via the online booking form [here](#).

### **Managing successful business model innovation in manufacturing - London**

Event convened by AIM Ghoshal Fellow Bruce Tether together with AIM Services Fellow Martin Spring and AIM Innovation Fellow Andrew Davis

This event will be co-hosted by AIM Research and the [UK-IRC](#).

3rd November 2011; 5.30pm-7.30pm; Business School, Imperial College, South Kensington Campus, London, SW7 2AZ

This event will present and discuss research that is examining the changing nature and competitiveness of manufacturing firms, particularly focusing on the role of business model innovation, shifting products to services and building platforms for integrated solutions. Our target audience is managers of product-based firms, particularly those interested in changing their business models from products to services and solutions.

To secure a place, please email Maryam Philpott: [m.philpott@imperial.ac.uk](mailto:m.philpott@imperial.ac.uk)

### **Managing successful business model innovation in manufacturing - Manchester**

Event convened by Bruce Tether, AIM Ghoshal Fellow together with Martin Spring/AIM Services Fellow and Andrew Davis/AIM Innovation Fellow

This event will be co-hosted by AIM Research and the [UK-IRC](#).

Event date: 1 November 2011

Time: 5.30pm to 7.30pm

Location: Manchester Business School, Booth Street West, Manchester, M15 6PB

This event will present and discuss research that is examining the changing nature and competitiveness of manufacturing firms, particularly focusing on the role of business model innovation, shifting products to services and building platforms for integrated solutions. Our target audience is managers of product-based firms, particularly those interested in changing their business models from products to services and solutions.

To secure a place, please email Siobhan Drugan: [siobhan.drugan@manchester.ac.uk](mailto:siobhan.drugan@manchester.ac.uk)

#### **When registering for all ESRC Festival of Social Science Events:**

Please indicate how you would like your name and your institutional affiliation to be shown on the attendance list, and if you have any special dietary or access requirements.

Attendance at this event is free, including lunch and refreshments. Places are limited and will be allocated on a first come, first served basis, so early application is advised.

If the workshop becomes oversubscribed, late applicants will be placed on a waiting list in case of cancellations.

Further details of the programme, together with joining instructions, will be sent to registered delegates about two weeks before the workshop.

**If you have any queries regarding any of these events, please contact Agi Witaszczyk, Events and Meetings Officer: [agnieszka.witaszczyk@wbs.ac.uk](mailto:agnieszka.witaszczyk@wbs.ac.uk)**

#### **Future challenges for understanding innovation: Building on AIM's innovation research; 4 November 2011; London**

\*Open to the AIM Community only\*

Venue: London Business School, LT7 & PLG01, Meeting room located in Plowden Basement

Event timings: 9.00am-4.00pm (TBC)

Organisers:

AIM Senior Fellow Professor John Bessant (University of Exeter)

AIM Senior Fellow Professor Julian Birkinshaw (London Business School)

AIM Senior Fellow Professor Rick Delbridge (Cardiff University)

Lead AIM Innovation Fellow Professor Michelle Lowe (University of Southampton)

This one-day event will bring together the researchers who have focused on innovation during the AIM Research Programme. The morning will feature two parallel sessions; firstly involving the 'innovation sub-group' led by AIM Senior Fellows Professor John Bessant, Professor Julian Birkinshaw, and Professor Rick Delbridge, secondly the 'innovation cohort' session led by Professor Michelle Lowe. These will centre on an update from colleagues on recent progress and identify some key issues that have emerged from the research.

The afternoon will bring the two groups together, feature paper presentations and provide an opportunity to summarise key future challenges.

We have spaces at this event for up to 35 AIM researchers, and will cover delegate travel expenses and refreshments.

Please register your interest with Claire Fitzpatrick, Operations Manager, on [claire.fitzpatrick@wbs.ac.uk](mailto:claire.fitzpatrick@wbs.ac.uk)

### **PMA Conference 2012 - From strategy to operations; 11-13 July 2012; Cambridge**



The PMA 2012 Conference will be returning to Cambridge, UK, on 11-13 July 2012 at Fitzwilliam College, University of Cambridge. PMA 2012 will follow on from the successes of previous international conferences, running since 1998, the last of which was hosted at the University of Otago, New Zealand in 2009.

The theme for PMA2012 is Performance Management: From Strategy to Operations. Exploring the latest thinking and research into how to connect strategy to delivery, through technology, systems and process, the conference will be mixture of keynote and plenary presentations, as well as parallel stream presentations and discussion groups. Delegates and presenters are expected from a range of academic disciplines and from both the academic and practitioner communities.

A full Call for Papers will be released in Autumn 2011. In the meantime, please put the dates in your diary for this popular international event. It will be a unique and valuable opportunity for discussion and communication between academics and practitioners from around the world.

To register your interest in the conference, please register as a user on the Conference Abstract System. You will then be kept informed of conference plans.

If you are interested in getting involved in the organisation of the PMA 2012 conference please do contact us at [pma2012@performanceportal.org](mailto:pma2012@performanceportal.org).

## **Calls and Opportunities**

### **Call for BAM 2011 doctoral symposium volunteers**

The British Academy of Management are sending out a call for volunteers to help run research conversations at the BAM2011 Doctoral Symposium. These are held on the morning of Tuesday 13th September, before the main conference starts.

The Research Conversations take place in 1hr 30min slots at either 9.30am or 11.30am, and are aimed at third or final year doctoral students who already have some research experience and would like to gain some feedback on their work from senior academics in their field.

Potential participants in the research conversation track are required to submit a five page paper, which clearly indicates the purpose of the research, the method employed, major results arising to date as well as any implications. On the basis of this information we will attempt to align students' interests with those of the senior academics who will offer to assist in these conversations.

Based on the experience of previous years each academic will provide guidance and advice to

either two or three students in a slot.

If you are able to volunteer we would really appreciate your support. Please e-mail your contact details, specialist areas and any limitations on your availability during the day to Joe Campbell at [jcampbell@bam.ac.uk](mailto:jcampbell@bam.ac.uk). Joe will be in touch in due course to inform you of BAM's need of your services.

### **An invitation to join the 2011/2012 Future of Work Consortium (FoW3)**

Led by AIM Senior Fellow Professor Lynda Gratton, the Future of Work Consortium is now inviting membership for FOW3, which will run from October 2011 to April 2012.

This Consortium will build on the research team's deep experience in bringing academics and executives from around the world together to create a profound understanding of working life in 2025/2030 and the implications for executives and companies. This will be achieved by enabling executives to share their challenges, insights and future-proofed practices. The research will be based on the five Future Forces that will transform work in the next two decades: globalisation, technology, social trends, low carbon and demography.

In 2010, FoW2 launched with executives from 44 companies from around the world, brought together by our state of the art portal (FOWville), global monthly webinars, weekly blogs, and face-to-face workshops in London, Singapore and Bangalore. We focuses on four future critical topics: Leadership & Talent Management; Organisational Structure & Architecture; the impact on HR, and the Adoption of Innovative Practices.

For more information about FoW3 and how you can become involved, [click here](#).

### **Special Issue on "Digital Technology and the Creative Industries: Disassembly and Reassembly"**



This Special Issue (guest edited by AIM Innovation Fellow Dr Jonathan Sapsed and fellows) addresses the urgent challenges of the digital revolution for industrial and organizational restructuring in the creative industries. By creative industries we include those in the popular classifications such as DCMS (1998), namely advertising, architecture, art and antiques, computer games, crafts, design, designer fashion, film and video, music, performing arts, publishing, software, TV and radio (Cunningham, 2002). But we do not

exclude other sectors that may derive value from creativity such as food and drink or certain leisure and tourism sectors.

Digital technologies fundamentally shake existing business models of creation, transaction, and distribution in these industries (disassembly), yet they also offer reassembly through new tools for creativity, new architectures for mass collaboration and user involvement, and the accelerated generation of new market categories. By analyzing the varying roles of digital technology in the creative industries, we hope to better understand complex innovation and transformation processes on a number of levels - from organizational practices to industry structures - and in a number of spheres - economic, legal, and social - , spanning both national and transnational institutional arrangements.

For full details of this call for papers [click here](#).

**If you have any comments or queries about anything that you have read in this issue of the AIM Quarterly Newsletter please don't hesitate to contact Caroline at [caroline.brown@wbs.ac.uk](mailto:caroline.brown@wbs.ac.uk) or see our [Frequently Asked Questions](#) page. The next issue will be released on the 1st December 2011 - if you would like to make a contribution**

**the deadline for submissions is 24th November 2011.**

[Forward email](#)



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