



Advanced Institute of Management Research Newsletter

Farewell from AIM Research

AIM Research: 2002-2011

Attempting to choose the highlights of AIM's near-decade of operations is an extremely difficult undertaking that will always leave some parties disappointed. Of course AIM has produced an enormous amount of measurable outputs, but the real impact of AIM's work will always be difficult to capture because it deals with thousands of human experiences; from the academic receiving the highly impactful professional privilege of being given an AIM Fellowship, to the manager leaving a free seminar full of new ideas for their organisation, to the researcher citing AIM-funded research in their next study. And this only scratches the surface of the many ways that AIM's influence has been felt.

Since our inception, we have:

- Funded 69 UK-based fellowships
- Hosted 135 Visiting International Fellows
- Organised over 230 events, almost every one free to attend, from capacity-building workshops for postgraduate students to large conferences for management experts and practitioners
- Had over 900 articles published in the top management journals around the globe
- Published over 80 research reports for academic, practitioner and policy audiences
- Published *The Exceptional Manager*, collecting together the work of the AIM Senior Fellows with Professors Gerry Johnson, Rick Delbridge and Lynda Gratton acting as lead authors. Providing a clear and crisp analysis of the context and the challenges of the problems facing managers, *The Exceptional Manager* offered a range of ideas on how to develop the competences, practices and values that can make a difference
- Published *Managing to Improve Public Services* edited by AIM Fellows Jean Hartley, Cam Donaldson, Chris Skelcher and Mike Wallace. Evaluating how management can be harnessed to improve public services, *Managing to Improve Public Services* advanced both theory and practice, beyond traditional public administration and 'new public management', by considering the interrelationships between governance and public management
- Funded the highly successful Innovation Lab, an initiative which began in Germany, Denmark and the UK and has spread, driven by an international network of researchers and innovative companies of all different sectors and sizes. To date, ten European countries are now involved with the project which is also spreading to new continents, enabling academics and practitioners alike to explore key questions on finding, selecting and implementing innovations

On top of this by no means exhaustive list there have been the numerous occasions where AIM Fellows have addressed governments - both UK and abroad - worked with powerhouses from Tesco to GSK, and advised a huge number of the SMEs who drive such a significant proportion of the UK economy. And despite our attempts to cover as

much as we could here, we know that someone will still be disappointed about an unacknowledged achievement. That is simply how far-reaching, and yet at times extremely personal, the AIM impact has been.

Professor Mike Wallace - Associate Director for Capacity Building - reflects on a decade of dedicated capacity building

"A Step-Change in Capacity for Management Research Capacity-Building: One of AIM Research's Key Legacies

Looking back over my involvement with AIM Research, first as a Public Services Fellow, then in administrative roles supporting AIM's capacity building work, I'm struck by just how much progress AIM has made in building UK management research capacity. Not only through the headline opportunity enjoyed by AIM Fellows to do innovative research, develop ideas with a new network of researchers, work with overseas experts, and take part in training and events. But also through the just as strategic opportunity to learn in our secondary research-related role as developers of other researchers: contributing to the organization and delivery of a very diverse programme of AIM capacity-building activities.

Certainly I'm very aware of the many good ideas about capacity-building I've picked-up, whether from seeing how other AIMers operate, vetting capacity building activity proposals, contributing as a trainer myself, or engaging with participants during activities. My hunch is that AIM Fellows, Associates, and Visiting International Fellows (VIFs) alike will have benefited similarly from their own learning experience as capacity builders for AIM, which they're embedding into their ongoing developmental work. This collective learning amounts to an international AIM legacy, creating favourable conditions for sustaining its diffuse impact on management research quality over years to come.



Other powerful learning experiences for me in this developer role have been to take the lead on sequential research training projects for AIM, with additional funding secured from the ESRC's Researcher Development Initiative (RDI). All have a strategic focus. The first was a 'training trainers' project in which regional workshop series supported

academics in various aspects of their developmental role: as research methods teachers, supervisors of postgraduate and research students, and mentors of their less experienced colleagues. An on-line study skills resource, optimistically entitled 'Learning to Think like an Expert Management Researcher', was developed for postgraduate and research students and has been openly available via the AIM Research website since 2008 at www.aimexpertresearcher.org.



The second project extended the training trainers focus through a national conference for business school directors of research and workshops on managing research training. An additional topic for the 'Learning to Think like an Expert Management Researcher' on-line resource was written with early career researchers in mind: developing a tightly argued research proposal (also available via the link above).

The third project is ongoing, due to end in 2013. It is jointly supported by AIM and the British Academy of Management (BAM), and is being conducted with colleagues from Leeds University Business School. The thrust of the present effort is to develop capacity for management research which engages with other stakeholders for maximum

economic and social impact. The mix of activities spans awareness-raising conferences, workshops on conducting 'engaged' research, and training trainers workshops on developing institutional capacity for this research approach and incorporating it into research-led teaching. We were fortunate to secure additional AIM funding for Prof Andy Van de Ven (author of the key textbook 'Engaged Scholarship') to get the project off to a great start. Andy came over from the US as a VIF and made lead contributions to the initial conference and workshops.

BAM will continue to advertise upcoming workshops on the 'Researcher Development Gateway' section of its website from the time when AIM Research finishes, so watch this space: <http://www.bam.ac.uk/researcher-development-gateway>.

I'm pleased to report that the AIM Research on-line study skills resource has recently been accepted for transfer to ReStore, the ESRC's repository for maintaining openly available on-line resources produced by various ESRC research training investments. Over the coming months the original resource webpages will be rebuilt and updated. The resource will then be accessible either direct from Restore at <http://www.restore.ac.uk/>, or via a link from the archived AIM Research website."

Professor Kathryn Haynes - Lead AIM Services Fellow - remembers two years in the AIM Services Cohort

"Working with AIM in the Services cohort was a wonderful opportunity to engage with other academics and practitioners in the field of services. Therein lay the challenge - the field of services is a very broad area and the six of us in the Services cohort all came to it from very different disciplines, including operations, marketing, accounting, economics and human resources. We all also came to it with different theoretical and methodological positions. Healthy debates ensued over perspectives on services, on service itself, on the service or services sector.

This is one of the strengths of the AIM research programme. It enabled us to listen to, engage with, debate with and learn from academics from outside our immediate disciplinary area, or from differing inter-disciplinary theoretical perspectives. Nothing focuses the mind more than having to justify one's ideas to someone whose perspective originates in a very different theoretical and methodological position. The two-year fellowship was a great opportunity to develop new research based on engagement with each other and with practitioners. A book based on our research *Managing Services: Challenges and Innovations*, published by Oxford University Press, is forthcoming next year and will highlight these varying perspectives on this growing area of management research and practice.

For me personally, the AIM fellowship enabled me to undertake an international study of professional services firms, travelling to the US as well as within the UK, to gather data and meet practitioners - an opportunity which is rarely extended in our busy academic lives. Some of the highlights were meeting with networks of women practitioners, especially those in the US who so kindly gave me their time and insights into their professional lives. The opportunity to spend several periods as a visiting scholar at Portland State University was fundamental in facilitating the collection of data and could not have been done without the generous hospitality of their Center for Professional Integrity and Accountability. Two other highlights were a Professional Services workshop run as part of the fellowship at the University of York, and the capacity building workshops Irena Grugulis and I ran for early career academics, which were very rewarding and where we met lots of new researchers.

Working with AIM has been an excellent learning experience, fostering new relationships and new opportunities, and I would like to thank the Services cohort and AIM staff for their contributions."

The AIM services Fellows are:

Professor Kathryn Haynes, Lead Fellow, Newcastle University; Professor Giuliana Battisti, Nottingham University; Dr Kate Blackmon, Oxford University; Professor Irene Grugulis, Durham University; Professor Irene Ng, Warwick University; Dr Martin Spring, Lancaster University

An Ode to AIM

Over the years we have received all kinds of lovely feedback from AIM Fellows and delegates alike on their experiences with AIM, but this is the first time anyone has ever put their thoughts into verse! Our thanks to Zoe Radnor for her contribution below:

'There was a great organisation called AIM,
Who supported many scholars to play the research game,
After great papers and seminars,
As well as fellows and newsletters,
It all had to come to an end.... shame. :-('

Professor Ajay K. Kohli of the Georgia Tech School of Management reflects on his experience as an AIM Visiting International Fellow

"It was a distinct pleasure for me to participate in AIM Research as Visiting International Fellow. I thoroughly enjoyed meeting and interacting with fellow researchers in the UK, both at an intellectual and social level. I applaud the folks whose vision led to the formation of AIM Research, and commend the dedicated individuals who translated the vision into reality."

AIM Senior Fellow Professor Gerry Johnson remembers Professor Sumantra Ghoshal

Early on in the life of AIM Research, one of our original Senior Fellows, Professor Sumantra Ghoshal, died suddenly and unexpectedly. His influence within the AIM community had been felt very deeply in the short period of time that they were able to work with him - here Professor Gerry Johnson looks back on the lessons they learned.

"Before his appointment as an AIM Senior Fellow in 2003 Sumantra Ghosal had not been substantially engaged with the UK academic research community. His decision to apply for that fellowship signalled his intention to do so. It marked a new chapter in his career. Regrettably he died within a few months of taking up that fellowship. However, we learned something of what he brought, in person, to scholarship and research in those few months he spent with the first AIM fellows. They are lessons worth sharing.

Sheer energy

Harvard's Chris Bartlett's tells of his first meeting with Sumantra. Sumantra joined Chris's doctoral seminar class at Harvard in the early eighties. After the class he approached Chris and said that he would like to work with him on the research on managing across borders - you will know the resulting book. Chris pointed out that Sumantra was already doing a PhD at MIT but to Sumantra this was no problem: he just ended up doing PhDs at both MIT and Harvard!

Aspirational

He raised the horizons and breadth of debate of those with whom he engaged. He wanted to work with the best people and expected the best of people. He looked to focus on and develop the best students and colleagues. In so doing he could be severely critical of anything he saw as sloppy thinking, but publically lavish in praise of what he saw as excellence, especially in younger colleagues.

Academic grounding

Sumantra seemed to know all the fundamental work in all the academic fields represented in the AIM fellowship; from psychology through to economics. He valued theory, not just as an academic exercise but because he believed it mattered. Theory influenced practice and he was committed to that link between practice and theory. He was also passionately opposed to theories that assumed or promoted what he saw as a malign side of the human being as a manager.

A challenging approach

As an academic colleague Sumantra was always challenging and loved the intellectual cut and thrust of argument and debate. But it went beyond that. He was not always comfortable to be with. One colleague said of him: "in meetings he was dangerous"; certainly you always felt a sense of intellectual danger. He seemed to me to be a bit like the intellectual equivalent of a professional boxer. That was great if you were one too and happy to take him on. And it was exhilarating if you liked watching it. But if you were not up for it, it was risky to get in the ring.

Realism

He had ability to see the orthodoxy of the academic game for what it was; for example he could often be critical about its roots in US research traditions and had significant reservations about that. But he didn't fall into the trap of whinging about it; indeed he published in their journals and through this built respect and legitimacy in their world.

Those of us who were the first AIM fellows missed working with him. We missed him because in many ways he represented what academic life should be about."

Gerry Johnson, Emeritus Professor of Strategic Management, Lancaster University Management School and AIM Senior Fellow.

Announcements

New appointment for AIM Management Practices Fellow

We are pleased to announce that AIM Management Practices Fellow Professor Zoe

Radnor has been appointed Associate Dean for Teaching and Learning at Cardiff Business School. It has been a busy few months for Professor Radnor, in which she has been involved in a number of significant events discussing her work on Lean in the Public Sector. These have included giving a keynote speech at the Lean in Government conference at the Barbican on the 22nd September, where she addressed 250 delegates, and a number of events in Sweden including 400 delegates at the Lean Forum in Södertälje. Our congratulations to Professor Radnor, whose project is going from strength to strength.

Professor Radnor has produced an interactive business toolkit based on her research on Lean, in conjunction with the AIM Practice initiative. To find out more [click here](#).

Invitation to join the Asia-Pacific Technology Network mailing list



APTN (Asia-Pacific Technology Network) has been delighted to have worked with AIM to run seminars on management issues thrown up by the rise of Asian economies such as Japan, China and India. In forthcoming months we will be running seminars on issues such as Asian branding, Asian entrepreneurship, the protection of IP when dealing with China and pharmaceutical innovation. Those of you who came to one of the joint earlier events should be receiving regular emails about our seminar programme. If not, please send your name, affiliation, email address and a phone number to us at biz22@aptn.org and we'll email you weekly about our programme.

Louis Turner, Chief Executive, APTN. www.aptn.org.uk. 0790 5204 677

Activities

Social Marketing for Sustainability

AIM Innovation Fellow Professor Gareth Shaw has recently been awarded an ESRC Follow-on Grant for his research on Social Marketing for Sustainability, thanks in part to AIM support for his application. The first workshop was held at the AIM offices this November in a successful meeting bringing together stakeholders from [USCreates](#), Professor Jeff French of Strategic Social Marketing, and Hyda Consulting along with the academic project team from the University of Exeter.



Making Markets: The Practice of Business Models

A collaborative event from AIM Research & Chartered Management Institute

This event on the 4th November was convened by AIM Management Practices Fellow Dr Katy Mason

Traditional approaches to marketing suggest that markets exist 'out there' and all we need to do is find them and serve them. But what if we understood markets as being constructed through the imaginings and actions of people? How would we go about making markets? This programme was designed to introduce marketing and strategic managers to some of the most recent research into how managers make and shape markets.



The programme began by rethinking what markets are and how they work. We took a MegaMarketing perspective - looking at the emergent 'big idea' of what a market might be and how we might lead that market. We saw an example of MegaMarketing in the 'public safety' market before exploring how the practice of business models was used to make this happen. The programme then turned to exploring how business models might be developed as frames for market-making activities, including descriptions of what business models are, what they do and where they go as they begin to be represented, adopted and adapted through the business network.



The afternoon programme focused on a more micro-level analysis of the materials and tools of market makers. Here we explored how specific elements of the business model might be translated and performed in situ.

For more information about this event including slides [click here](#).

AIM Research at the ESRC Festival of Social Science

Realise your impact - exploring the benefits of collaborative management research projects

AIM Senior Fellow Professor Elena Antonacopoulou hosted this event at Liverpool University on the 1st November, which examined new ways of delivering innovative organizational change to the heart of organizations, either by conducting, planning or facilitating collaborative management research. Featuring a keynote speech from David Malone, the award winning documentary filmmaker and writer of 'The Debt Generation', whose most recent documentary 'The Secret Lives of Waves' recently featured on BBC4, participants explored how researchers can, through working collaboratively with the wider business community and the general public, become ambassadors for their research and subsequently leaders in management thinking.



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

Managing successful business model innovation in manufacturing

AIM Ghoshal Fellow Professor Bruce Tether, AIM Services Fellow Dr Martin Spring and AIM Innovation Fellow Dr Andrew Davies convened these events at Manchester University on the 1st November and Imperial College on the 3rd November. Co-hosted by the UK-IRC, this event presented and discussed 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. The target audience was managers of product-based firms, particularly those interested in changing their business models from products to services and solutions.

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



AIM Fellow addresses the Industry and Parliamentary Trust

AIM Lead Ghoshal Fellow Professor Simon Collinson gave the lead presentation at a Policy Breakfast exploring how British business can benefit from China's economic growth this 1st November. To an audience comprising members of the all-party parliamentary group for China and the Business Innovation and Skills Select Committee,

as well as a range of experienced parliamentarians and business representatives, Professor Collinson's presentation set the scene for a discussion of the UK's complex relationship with China.

He introduced three themes that policymakers and senior managers need to understand if they are to meet the 'China challenge'.

(1) The significance of the recently launched 12th 5-Year plan (2011-2016), which focuses on the promotion of consumer-led growth and 'inclusive growth'; further development of specific, high-technology industries (including energy, biotechnology and R&D intensive manufacturing); and the promotion of service industries in China.

(2) The growing opportunities to attract Chinese investment into the UK. Foreign Direct Investment from China into Europe has increased rapidly in recent years, including a rise in Chinese mergers-and-acquisitions. There are opportunities for British businesses to attract funding and develop joint-ventures which will give them access to the Chinese market. However, these also carry the risks of losing technology and intellectual property to Chinese firms.

(3) The changing 'complementarities' or 'fit' between British and Chinese firms. In the joint-ventures and corporate partnerships of the past China was a source of cheap labour and Western firms provided finance, technology and managerial capabilities. Certain types of wage inflation together with the development of technological capabilities and the greater availability of investment capital in China are changing this relationship.

The Evolution of Consultancy: innovations, ideas and trends

Convened by AIM Management Practices Fellow Dr Joe O'Mahoney, this workshop at Cass Business School on the 23rd November reported on two high profile studies of innovation in the consulting industry and the consequences for the industry, procurement and clients. With profit margins in the consulting industry under long-term pressure and the commodification of services increasing, consultants and their clients have looked to innovation to help them out of the recession. Two new reports based on the research were distributed at the event, Management innovation in the UK consulting industry and Internal consultants as agents of change.

You can view more information about this event including the programme and slides [here](#).

The Wealth of Universities Implications for Management Research with AIM VIF Maryann Feldmann

Convened by AIM Ghoshal Fellow Professor Ammon Salter, this seminar at Imperial College London on the 18th October featured contributions from 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.

This workshop aimed to provide an opportunity for participants to discuss and learn about recent work in both these areas, and 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.

For more information on this event [click here](#).

Visit from AIM VIF Professor Ajay Kohli

AIM was privileged this September to welcome Professor Ajay Kohli, Professor of Marketing and Gary T. and Elizabeth R. Jones Chair at Georgia Tech College of Management, and editor of the *Journal of Marketing* until August 2011. Professor Kohli was working with AIM Management Practices Fellow Dr Katy Mason and spoke at two events during his visit: a seminar [Theory and its construction](#), and a capacity building workshop [Theory and its construction in marketing and management](#). Both events, which were held at the Lancaster University Management School, explored Professor Kohli's work on the structure of theory and the theory construction process.

More information on both of these events can be found via the pages linked above.

Service Innovation: Competitive Advantage Through New Business Models

Industry conference held as part of the Cambridge Service Alliance Service Week

The second annual Cambridge Service Alliance conference explored how leading organisations develop innovative business propositions to drive their competitive advantage through service innovation. Keynote speakers shared the latest thinking on business model innovation from the Cambridge Service Alliance. Perspectives of business leaders and policy makers from across Europe were heard. With contributions from Keith Jordan, Managing Director at Hitachi Rail and Peter Thomas, Director of Transforming Whitehall, Institute for Government, as well as AIM Deputy Director Professor Andy Neely, you can view video and presentations from this highly successful event on the conference website [here](#).

The Business of Innovating Value - the New Service-Dominant Logic

In this seminar at Warwick Business School, AIM VIF Professor Stephen Vargo and AIM Services Fellow Professor Irene Ng presented their thoughts on the business of how to innovate on value and how the new S-D logic enables firms to think differently about their offerings.

For the past 200 years, business has operated from a Goods-Dominant (G-D) logic with the firm as the primary actor, and thinking about innovation has been in terms of invention of "better" goods rather than contribution to value as defined by the customer. The Service-Dominant (S-D) logic however shifts the primary focus from firms to customers, and innovation becomes about assisting customers in their own value-

creating activities as they combine the product and service provided by the firm with service provided by other firms, private and public sources.

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

Visit from AIM VIF Professor Klaus Webber

Associate Professor at the Kellogg School of Management, North Western University and Senior Editor at Organization Today, Klaus Webber, joined AIM Management Practices Fellow Dr Markus Perkmann for a series of workshops this September. [Using text analysis for publishing in top journals](#), held at Imperial College Business School, was an excellent opportunity for early career academics, offering a critical introduction to analysing social, economic and psychological phenomena through textual data. In addition to this Professor Webber addressed the [Organisation Theory Research Group](#) at Judge Business School in a seminar presenting his research exploring the demands on corporations responding to calls for greater sustainability.

More information on both of these events can be found via the pages linked above.

AIM at the BAM Conference 2011

It was a bittersweet final BAM Conference for AIM this September, as we enjoyed two successful events including a symposium organised by our Management Practices Cohort entitled 'Approaches for studying management practices'. 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 well-attended symposium was 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.



For more information on the BAM Conference [click here](#).

New Publications

Upcoming reports from AIM Research

AIM anticipates the release of five more reports before our eventual close on the 31st December - if you would like to receive a digital copy of one of these title please contact amy.karp@wbs.ac.uk. (Please note the titles below are provisional and subject to change).

Uncovering Innovation Processes in the Hotel Industry - Professor Gareth Shaw, Professor Allan Williams and Dr Adrian Bailey

Understanding and Implementing Lean in Public Services - Dr Zoe Radnor

Japanese Management 20 Years On - Dr Arjan Kaizer, Dr Maki Umemura, Professor Rick Delbridge and Professor Glenn Morgan

Value in Collaborations: The Performance of Academic Health Science Centres

Opening Up Healthcare Innovation - Professor John Bessant, Christophe Kuenne and Professor Kathrin Moeslein

Using business models to shape business success

By AIM Services Fellow Dr Martin Spring and AIM Management Practices Fellow Dr Katy Mason

Business models provide an effective way for business leaders to understand and shape an organisation's activities, capture elements of organisational strategy, bring them together in a coherent and cohesive manner, and provide important strategic insights into a firm's business.

Our research identifies the constituent elements of the business model and the relationships between those elements, and it provides a business model framework that helps practitioners analyse these elements within their own business. We also investigate the way that business models exist and evolve at multiple levels and in multiple forms, and how managers develop, innovate and practise business models to bring about growth and improve the performance of the firm.

This report is available to download [here](#).



The Complexity Challenge: How simplifying your business can create value

Today's global economy is an increasingly complex environment in which to do business. Executives face numerous sources of complexity: globalisation; demographic shifts; climate and environmental change; product, process and information technology change; evolving market demand and customer needs; the pace of innovation; new competitors and emerging economies.

The scale of complexity facing organisations represents a significant challenge. Greater uncertainty and unpredictability makes decision making and effective resource allocation more complicated. Complex competitive environments increase the costs and risks



facing corporations.

To receive a copy of this report please email amy.karp@wbs.ac.uk.

Management innovation in the consulting industry

By AIM Management Practices Fellow Dr Joe O'Mahoney

This report examines management innovation in the UK Management Consultancy sector. It looks at what enables and constrains management innovation at individual, organisational and industry levels of analysis. It is informed by analysis from both the management innovation and the management consultancy literature with additional insights from the fields of service innovation and knowledge management. The report concludes with recommendations to individual, organisational and industry decision-makers concerning the promotion of innovative practices in the industry.

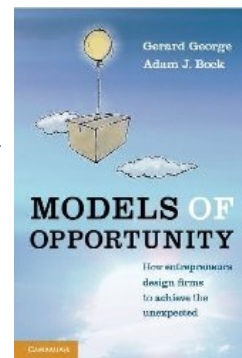


This report is available to download [here](#).

Models of Opportunity: How Entrepreneurs Design Firms to Achieve the Unexpected

By AIM Innovation Fellow Professor Gerry George and colleague Dr Adam J Bock

Entrepreneurship is changing. Technology and social networks create a smaller world, but widen the opportunity horizon. Today's entrepreneurs build organisations and create value in entirely new ways and with entirely new tools. Rather than just exploit new ideas, innovative entrepreneurs design organisations to make sense of unlikely opportunities. The time has come to overhaul what we know about entrepreneurship and business models. Models of Opportunity links scholarly research on business models and organisational design to the reality of building entrepreneurial firms. It provides actionable advice based on a deeper understanding of how business models function and change. The six insights extend corporate strategy and entrepreneurship in a completely new direction. Case studies of innovative companies across industries demonstrate how visionary entrepreneurs achieve unexpected results. The insights, tools and cases, provide a fresh perspective on emerging trends in entrepreneurship, organisational change and high-growth firms.

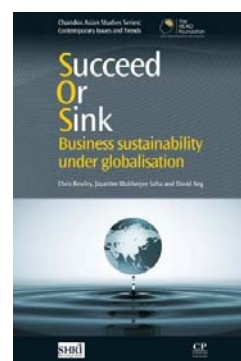


Models of Opportunity is available to pre-order [here](#).

Succeed or Sink: Business sustainability under globalisation

By AIM Overseas Fellow Professor Chris Rowley and colleagues Jayantee Mukherjee Saha and David Ang

Aimed at business strategists, policy makers, researchers and adult learners, this book has an Asian perspective on business sustainability and is about understanding how recent developments and future actions in one part of the world will have a global impact. The book magnifies the concept of so-called globalisation and examines the topic of business sustainability from a broad and integrated approach to business: encapsulating people, prosperity and the planet. Furthermore, it acknowledges the contributions, challenges and potential of not only the big corporate houses, but also the smaller ones, in this situation. Chapters discuss the benefits organisations can attain with better governance, and social and environmental practices are also analysed. With forewords from: Professor Dave Ulrich, RBL Group, University of Michigan; S. B. Borwankar, Sr. Vice President (Manufacturing operations), Tata Motors, India; Sanjay Chaudhuri, Global Business Director, Ogilvy & Mather, Singapore



Succeed or Sink is available to purchase [here](#).

Britain in 2012 available now

Britain in 2012 is the most recent edition of ESRC's annual newsstand magazine, showcasing the diversity of ESRC-funded research around the state of the nation. The magazine is a mixture of academic opinion pieces alongside informed journalistic writing, offering a concise analysis of research and topical issues concerning Britain today. It features contributions from a number of AIM Fellows including a lead article on Professor Michelle Lowe's research Tesco Goes West.



For more information [click here](#).

Upcoming Events

Invisible Innovation in India: The Emerging Challenge to the West; Thursday 8th December 2011; Fasken Martineau, London

AIM - APTN - R&D Society seminar

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)

Chair: Dr Nermeen Varawalla, CEO and Founder, ECCRO

Speaker: Professor Nirmalya Kumar Professor of Marketing, Director of Centre for Marketing, and Co-Director for Aditya V. Birla India Centre at London Business School.



This seminar will be part of the launch programme for India Inside The Emerging Innovation Challenge to the West by Nirmalya Kumar and Phanish Puranam, which has just been published.

Thanks to its ability to innovate, the developed world will always have a distinct advantage over the developing world, right? Not according to leading management experts Nirmalya Kumar and Phanish Puranam. In India Inside, the authors draw on their research to show how developing-world giant India is already turning this assumption on its head-often in ways invisible to consumers in the developed world.

Through their research and extensive interviews with India based executives from numerous companies including AstraZeneca, GE, Infosys, Intel and Wipro, the authors unveil the dramatic rise in invisible innovation occurring in India-in areas such as B2B products, R&D outsourcing, as well as process and management innovation. The book also illuminates Indian companies' growing ability to innovate consumer products that are compact, low-cost, efficient, and robust in the face of harsh environmental conditions. The authors' analysis makes clear that for certain kinds of innovation, the long held monopoly of the developed world is over.

India Inside not only provides a wake-up call for executives and policy makers in the developed world by introducing new concepts such as "mirage of mighty labor pools", "browning of TMT", "the injection of intelligence" and "the sinking skill ladder". It also offers a clear-eyed view of both the challenges and opportunities facing multinationals seeking new sources of innovation in the future, as well as the issues that Indian policy makers need to address urgently.

Pricing:

- * Free to AIM Fellows
- * £45 + VAT (Executives)
- * £25 + VAT (Asian citizens/institutions, officials, executives from Small Companies)
- * £12.50 + VAT (Academics, UKTI contacts)
- * Free for the Media

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