



AIM is Running Two Evening Lectures as Part of the ESRC's Festival of Social Science Week

The New Dynamics of Multinational Innovation: The Challenges and Opportunities Posed by China and India 10th March 2008 - Tanaka Business School, Imperial College London

This AIM evening event will discuss the challenges and opportunities that India and China offer for multinational companies' R&D and innovation activities.

Recent evidence suggests that multinational firms are increasingly locating their innovation activities not so much in the triad nations of North America, Western Europe, and Japan as in emerging economies such as China and India. A recent survey of multinational R&D found that 22% of all new R&D centres to be developed between 2006 and 2009 will be in China and 19% in India. The figures for the US, Western Europe, and Japan are 19%, 13%, and 5%. This phenomenon raises a number of questions with profound consequences for governments and firms worldwide.

The trends mentioned above reflect the many opportunities now available to tap resources and markets throughout the world. Yet locating innovation in foreign countries also raises significant challenges for multinationals. Managers of firms are keen to understand how to manage the challenges along with the opportunities posed by doing innovation in China and India. Likewise, policy makers are keen to understand the consequences of these trends for the long term competitiveness of their home economies.

The lecture will be followed by drinks and light refreshments and offer the opportunity for networking and continuing discussion.

To register please complete the online form by clicking the link below or cutting and pasting the address into your browser
<http://forms.london.edu/form.asp?id=8945>

AIM Evening Event Creating Wealth from Knowledge 13th March 2008 - Woburn House Conference Centre, London

This AIM evening event will focus on the emerging challenges in innovation and how the process of enabling more effective flow from knowledge through to innovation takes place.

The great challenge of innovation for the UK is not simply to create knowledge but to use it in ways that have a positive economic and social impact. Every year, the UK spends £21 billion on creating new knowledge – via the science system in universities, research institutes, and companies. This forms part of an estimated £600 billion which is spent by OECD countries around the world, involving some 3 million researchers.

Not surprisingly, every country asks the same question – what are we getting out of this investment? And is it enough? The great challenge of innovation is not simply to create knowledge but to use it in ways that have a positive economic and social impact. Understanding and improving how UK firms do that is the goal of the Innovation and Productivity Grand Challenge – a key initiative that is funded by both the EPSRC and ESRC via the Advanced Institute of Management Research (AIM).

The format will be three presentations from different perspectives with plenty of scope for discussion and exploration of issues raised throughout the lecture. The lecture will be followed by drinks and light refreshments and offer the opportunity for networking and continuing the discussion.

To register please complete the online form by clicking the link below or cutting and pasting the address into your browser
<http://forms.london.edu/form.asp?id=8944>

Attendance is free at both events but places are limited – please book asap to avoid disappointment!

AIM Members Join the Academy of Social Science

AIM Deputy Director Professor Andy Neely, AIM Senior Fellow Professor Gerard Hodgkinson and AIM Associate Professor Richard Thorpe have all been appointed as Academicians at the Academy of Social Science. The Academy is composed of Individual Academicians and Learned Societies and is headed by Professor Lord Bhikhu Parekh and Professor Miriam David.

Academicians are distinguished scholars and practitioners from academia and the public and private sectors. Most of the Learned Societies in the Social Sciences in the United Kingdom are represented within the Academy.

For further information please contact Professor Andy Neely (a.neely@cranfield.ac.uk) or view the Academy of Social Science website (www.acss.org.uk).



AIM Conference: Strategic Capacity Building through Research Training and Supervision

11.00 - 4.30, Friday 7th March 2008, Woburn House, Tavistock Square, London.

This event is for Deans and Directors of Research and is supported by the BAM Directors of Research Network. Its purpose is to draw attention to the expanding range of development opportunities becoming available that may enhance the provision of postgraduate research training and doctoral supervision in business and management schools. It will also offer a rare opportunity for senior academics responsible for building organisational research capacity to exchange informally about their strategies and the related problems and issues they face.

The conference aims are to:

- explore strategies for developing and sustaining high quality postgraduate research training and doctoral supervision in business and management schools;
- highlight the potential of an emerging 'matrix of support' for meeting related staff development needs, which includes seminars, training workshops, e-learning materials and networking opportunities offered by AIM and other ESRC investments;
- consider how the matrix of support may be harnessed to meet priority development needs in participants' organisations.

The rationale for the conference is to support deans and directors of research in developing your strategies for managing and improving the provision of postgraduate research training and doctoral supervision. Training and supervision are two significant levers for the long-term enhancement of management research capacity. Strategies for developing provision may include 'training trainer' activities and associated forms of support for identifying and meeting the development needs of academics at different career stages to fulfil their tasks of training students as researchers. Some support activities may relate to the roles of senior academics as managers of postgraduate research methods, masters degree and doctoral programmes. They will have some responsibility for the work of colleague academics. Activities may also relate to the roles of the latter as trainers of students through their contribution to teaching postgraduate research methods courses and supervising postgraduate dissertations and doctoral theses. We will concentrate on these 'training trainers' activities and other forms of support, considering the contribution that accessing the expanding matrix of support could make to your research capacity building strategies.

This conference forms part of AIM's new research training project funded by the ESRC Researcher Development Initiative (RDI): 'Strategic Expansion of Management Research Capacity: Managing the Training of Researchers as Trainers'.

If you are interested in hearing more about this event please email Esme Foster (esme.foster@wbs.ac.uk)

The Evidence-Based Management Collaborative. Carnegie Mellon University, Pittsburgh, January 2008.

In January 2008, scholars and practitioners from North America and Europe gathered for the second meeting of the Evidence Based Collaborative, hosted by Professor Denise Rousseau and sponsored by the Academy of Management, Carnegie Mellon University's Tepper School of Business, the Heinz School of Public Policy and Management and AIM.

The collaborative maintains two specific goals. The first is to produce a tangible product out of the collaboration such as an online source of synthesised, accessible and digestible best available evidence in management research. The second, larger goal is to build quality collaborative relationships between researchers and practitioners, researchers and educators and educators and practitioners around the theme of evidence-informed management practice.

Under the theme of "Practitioners and Prototypes" delegates built on the work of the first meeting (June, 2007) and focused on identifying inputs ("good question" identification, review processes, etc.) into the Evidence-Informed process and on how, where and with whom to collaborate and engage (content providers, associations, early adopter end users) for further development of the initiative and ultimately its launch. Gradually, the group is moving from conceptualisation to identifying and developing the critical design features for compelling practitioner-oriented syntheses of the research evidence. Our efforts continue to confirm that there is an appetite in the world of management practice for more rapid access to and more easily digestible evidence from the research community to inform decision-making in management practice.

AIM Fellows Dr Richard Adams, Dr David Denyer and Dr Pietro Micheli, from Cranfield School of Management continue to provide input from the UK. Also from the UK were Professor Rob Briner of Birkbeck College, University of London and Tom Clark of John Wiley and Sons, the publishers of on-line evidence-based information in medicine, education and criminal justice. Other participants included representatives from the Academy of Management Board of Governors and Divisions, academics, and management practitioners.

The next meeting of the collaborative is planned for June 2008, (Theme: Capacity Building, Pump Priming & Implementation). Anyone interested in participating (academic or practitioner) should contact Denise Rousseau (denise@cmu.edu) or Richard Adams (r.adams@cranfield.ac.uk) for further details. The collaborative is particularly keen to encourage management practitioners with an interest in Evidence-Informed Management Practice to become involved. Further details can be found at: http://wpweb2.tepper.cmu.edu/rjang/ebm_conf/index.html

What are the challenges facing managers today in the UK? - Report on BEF for Financial Services

Anecdotal evidence continues to suggest that there is a strong appetite in the world of practice for rigorous academic research evidence that links interventions, behaviours and practices with meaningful business outcomes. In an initiative designed to bring the worlds of research and practice together to address contemporary management challenges, AIM has been working with the ESRC on the Business Engagement Project. Since summer 2007, AIM Scholars have been talking to leading practitioners in the UK's Creative Industries, Financial Services Sector, Management Consulting Industry, Marketing Practice and Retail Sector to develop a better understanding of the pressing issues that managers in these sectors want answers to.

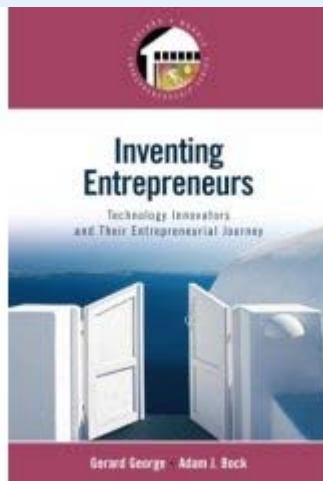
These challenges and a brief review of relevant literature have been recorded in a collection of scoping studies that have been circulated amongst industry stakeholders. Early in 2008 a series of workshops – Business Engagement Forums – are being held at which the findings of the scoping studies are examined, enhanced and validated and new opportunities for innovative collaborative working between the communities of practice and academia to address the challenges are explored.

Over breakfast on 28th January 2008, the first ESRC Business Engagement Forum for Financial Services was held at the Global Headquarters of Barclays in London. Gary Hoffman Group Vice Chairman Barclays hosted the meeting Professor Dame Sandra Dawson was Chair. Thirty representatives from industry, policy making, regulatory authorities, industry associations and academia came together to reflect upon the findings presented in ESRC's Scoping Study of Contemporary and Future Challenges in UK Financial Services and how the worlds of practice and Higher Education might better collaborate in order to address these challenges.

For Financial Services, four overarching challenges have been identified: regulatory issues, human capital, innovation and business models and growth. By way of illustration, new technologies have brought tremendous efficiency gains in some quarters, but at the cost of diminished personalisation and relationship between institution and customer. A critical concern, therefore, is how to blend the use of new technologies with the aspiration to develop and maintain (quasi) face-to-face relations with customers, particularly with the other category of consumer who is becoming increasingly financially literate.

ESRC has moved rapidly to respond to the sector's challenges and is determined to ensure continued collaboration. Four further workshops are planned: the Retail Sector (March 12, 2008), Creative Industries (18 March, 2008), Management Consulting (date tbc) and Marketing Practice (date tbc). For further information on the Business Engagement Project, or relating to forthcoming workshops, please contact Professor Andy Neely (a.neely@cranfield.ac.uk) or Dr Richard Adams (r.adams@cranfield.ac.uk).

AIM Innovation Fellow, Professor Gerry George, releases new book on the human side of technology transfer and entrepreneurship



Inventing Entrepreneurs spotlights the experiences of scientific researchers who participate in commercialising their innovations. Through in-depth interviews, the book describes the key decisions inventors must make on their entrepreneurial journeys. The book draws on experiences of scientists who participated in successful and unsuccessful ventures to identify common pitfalls, encourage purposeful planning and self-reflection, and prepare the entrepreneurs for a transforming experience. George and Bock incorporate learning from their own ventures and interactions with inventing entrepreneurs to develop a model for the entrepreneurial journey. The model, combined with common journey paths identified in the research, can help researchers prepare for commercialisation processes and evaluate their own proclivities and capabilities for entrepreneurship.

From pre-startup phase through exit, the book provides the broadest picture of the technology commercialisation process. The authors provide suitable frameworks for understanding and evaluating an inventor's interest, capacity, and priorities for participating in new venture formation.

The book examines and explains the critical factors that spark and fuel successful entrepreneurial journeys. It also provides basic business information to help bridge the gap between scientific research and technology venture administration. Researchers considering technology commercialization options, business professionals who work with inventing entrepreneurs, technology transfer office managers, university administrators, and general readers interested in exploring the entrepreneurial journeys of successful entrepreneurs will benefit from this book.

Title: *Inventing Entrepreneurs*
ISBN: 0131574701

Authors: Gerry George and Adam Bock

Update on AIM's Capacity Building Programme

AIM is continuing its programme of capacity building activities and events. Our RDI-funded activities are expanding as a result of AIM's recent success in applying for a further research training grant under the ESRC's Researcher Development Initiative (RDI). The range of activities now has a dual strategic focus:

- workshops on training researchers in their secondary role as trainers of the next generation
- a conference and workshops on managing the training of researchers in this secondary role and in their primary research role

The new activities on managing the training of researchers as trainers represent a further development of the joint plan for building UK management research capacity developed by AIM and the British Academy of Management (BAM).

The table below summarises some activities whose details have been confirmed, and others that are still in the pipeline. For further details of particular activities or application arrangements, see the AIM website (www.aimresearch.org) or contact Esme Foster, AIM Operations Manager (Esme.Foster@wbs.ac.uk).

Focus of AIM Activity	Date	Venue	Type of activity	Organiser
Spring 2008				
Strategic capacity building through research training and supervision	7th March	London	conference for deans and directors of research (RDI)	Mike Wallace
Co-production research: planning for impact	10th-11th March	Aston University	workshop for co-production project leaders	Andrew Pettigrew, Louise Knight
High impact collaborative research	24th April	CBI Conference Centre, London	conference for leaders of collaborative projects	Andrew Pettigrew, Louise Knight
Summer 2008				
Systematic literature reviewing workshop 3	14th, 15th May	London London (repeat)	third in three-workshop series for researchers, supervisors and tutors (RDI)	Colin Pilbeam, David Denyer, Mike Wallace
Importing new research methods and training materials	20th May	London	workshop for managers of research training and supervision (RDI)	Mike Wallace
Cross-national innovation	2nd-3rd June	Tanaka Business School, London	one-and-a-half-day workshop for researchers	Jaideep Prabhu
Developing research training and doctoral supervision	20th June	London	workshop for managers of research training and supervision (RDI)	Mike Wallace, Colin Pilbeam
Autumn 2008				
Mentoring early career researchers 1	2nd, 3rd October	London, Edinburgh	first in a two-workshop series for researchers, supervisors and tutors (RDI)	Anne Huff, Mike Wallace
Training early career researchers in writing research proposals and publications	24th October	London	workshop for managers of academic researcher development (RDI)	Mike Wallace, Paul Edwards
Mentoring early career researchers 2	13th, 14th November	London, Edinburgh	second in a two-workshop series for researchers, supervisors and tutors (RDI)	Anne Huff, Mike Wallace

Note: Further details of the ESRC Researcher Development Initiative can be found on the RDI website (www.rdi.ac.uk/index.asp).

Hotel Innovations Project - Internationalisation and Innovation in the Service Sector: The Role of International Migrants and UK (London) hotels.

The first meeting of the Project Advisory Board was hosted by AIM on January 8th. The meeting was attended by the following from the hospitality industry: Mr David Battersby (Managing Director of the Best Practice Forum for Tourism, Hospitality and Leisure), Martin Couchman (Deputy Chief Executive of the British Hospitality Association), Mr Danny Pecorelli (Managing Director of Exclusive Hotels), Mr Martin Quest (former editor of Catering Times and responsible for PR at the British Hospitality Association). The meeting was addressed by Gareth Shaw who outlined the purpose of the advisory board and the key objectives of the research project. Discussion focussed on the timing and format of innovations within the hotel industry. In addition advice was provided to the project team, including the research fellow Dr Adrian Bailey and PA Mrs Heather Makin on potential key contacts within the industry.

The project team have already conducted a review of the trade press c.1960-2008 (e.g. British Hotelier and Restaurateur, Voice of the British Hospitality Association, Hospitality Matters, Caterer and Hotelkeeper, HCIMA Journal, Hospitality), which has yielded valuable information about the breadth and depth of innovations implemented by large national and multinational operators in the London. These innovations include: (i) new information technologies, effecting changes to property management systems, reservations, forecasting and marketing; (ii) innovative responses to labour recruitment and retention (iii) format innovations e.g. from budget and boutique hotels to Yotel; (iv) catering innovations encompassing kitchen equipment, restaurant design and operation. Dr. Bailey will be attending Hotelympia in 17-21 February 2008, to arrange interviews with suppliers and to survey the latest innovations reaching the market. This marks the first phase of the research project concerned with innovation mapping.

International Management Practice Data Available On Line

The full (anonymized) data-set for the management practice data used in "Measuring and explaining management practices across firms and countries", by Nick Bloom and John Van Reenen in the November 2007 Quarterly Journal of Economics article is now on-line. The company names and IDs are removed, but otherwise all the data is available. There is also a Stata do-file which replicates all the tables and footnotes in the paper. This can be accessed from <http://www.stanford.edu/~nbloom/>, alongside the paper and powerpoint presentation. There is also the full survey material – including the survey software, planning guide and full training material – to help anyone wanting to run a similar double-blind management survey. The data contains firm-level scores on 18 management practices for around 750 manufacturing companies in the UK, US, France and Germany, matched to HR, accounting and industry data sources. A follow-up wave in 2006 collected further data for around 4,000 firms across Europe, US and Asia, and will be released in late 2009.

For further information please contact Nick Bloom on n.bloom@lse.ac.uk

Giant Steps in Management

Julian Birkinshaw (AIM Senior Fellow, London Business School) and Michael Mol Michael Mol (AIM Research Fellow, University of Reading) were invited by the Financial Times to participate in a live Q&A session with readers worldwide on the topic of management innovation. Previous participants of these 'Ask the expert' sessions included Alan Greenspan and Richard Branson. The FT simultaneously reviewed the latest book by Michael and Julian, 'Giant Steps in Management'.

The full Q&A session is available through:
<http://www.ft.com/cms/s/2/35afc222-9c43-11dc-bcd8-0000779fd2ac.html>

New Book on Tourism and Innovation

AIM Innovation Fellow Allan Williams, together with Michael Hall (University of Canterbury, New Zealand,), has written a book on 'Tourism and Innovation', which will be published by Routledge in March 2008. The chapter in the book are:

- Introduction
- Competition and innovation
- Knowledge, creativity and innovation

The state and tourism innovation: institutions, regulation and governance Tourism within national innovation systems The regional innovation system: territorial learning, regions and cities Firm organization and innovation Entrepreneurship and innovation Conclusions Allan also co-authored a report on 'Rural Tourism Innovation', published by the UK's National Endowment for Science, Technology and the Arts (NESTA) in December 2007.

For further information please contact Allan Williams (allan.williams@londonmet.ac.uk)

Promotion for AIM Public Service Fellow

AIM Public Service Fellow Paul Collier has been appointed as Professor of Accounting at Monash University, Australia. For further information please contact view <http://www.buseco.monash.edu.au/aaf/staff/collier.html>

Conference on High Impact Collaborative Research 24th April 2008 Methren Room CBI Conference Centre, London

Leaders of research projects and of their host organizations face ever increasing pressure to demonstrate the impact and relevance of their research activities and outputs. Two forms of collaborative research are regarded as particularly important means for achieving these goals: international comparative projects, ranging from large-scale surveys to smaller, case study based projects, and co-production research, in which academics and practitioners work in partnership. The conference will address both these forms of collaborative research in management and the social sciences.

The aim of the conference is to promote collaborative research by advising on good practice through presentation and discussion of research policy, case studies and findings from empirical research.

The conference is targeted at current and would-be leaders of collaborative research projects. It is also relevant to those responsible for shaping the context of such research – policy makers, funding agencies and university directors of research, amongst others.

Through presentations and discussion, speakers and delegates will:

1. review the policy context for collaborative research – what are the key drivers? what progress has been made? what has yet to be achieved?
2. identify key challenges and choices faced by leaders of collaborative research, drawing on
 - a. presentations from three leaders of highly successful collaborative research who will address the key elements of leading, designing, executing, analysing and disseminating research
 - b. a presentation on the key findings of a recent AIM Research empirical project on collaborative research

Conference Organizers, Chair and Speakers

The conference is being organized by **Professor Andrew Pettigrew**, Dean, University of Bath School of Management and **Dr Louise Knight**, Senior Lecturer in Management, School of Engineering and Applied Science, Aston University.

The conference chair is Professor Michael Hay, Sloan Fellow; Professor of Management Practice in Entrepreneurship, London Business School; Co-Director, Global Entrepreneurship Monitor.

The invited conference speakers are:

- **Professor Sir Roger Jowell**, Founding Director of the Centre for Comparative Social Surveys, City University (London), and Director of the European Social Survey
- **Professor Karen Golden-Biddle**, Everett W. Lord Distinguished Faculty Scholar, Professor of Organizational Behavior, Boston University School of Management (US)
- **Professor Harry Boer**, Professor of Organization Design and Change, Centre for Industrial Production, University of Aalborg (Denmark).

Venue, Costs and Registration

The venue is the CBI conference centre in central London. (http://www.etcvenues.co.uk/venues/cbi_conference_centre/how-to-find-us.cfm).

There is no fee for attending this conference, but please note: cancellations within 14 days of the date of the conference will incur a fee of £100 unless we are able fill the place

Attendance at this event is by registration only. To register, please send email to Claire Fitzpatrick, Press and Communications Officer on claire.fitzpatrick@wbs.ac.uk.

If you have any queries regarding this event, please contact Katy McKen at the University of Bath on 01225 383492, or mnskem@management_bath.ac.uk.