

**AIM to Host Four Events at the ESRC Festival of Social Science – 9<sup>th</sup> – 18<sup>th</sup> March 2007**


The Festival of Social Science 2007 is run by the Economic and Social Research Council (ESRC) to celebrate some of the country's leading social science research, giving an exciting opportunity to show everyone what UK's social scientists are doing and demonstrating how their work makes a difference to all our lives.

The ESRC Festival of Social runs alongside National Science and Engineering Week, co-ordinated by the BA (British Association for the Advancement of Science), in order to highlight just how integral the social sciences are to the wider world of science and engineering.

From politicians to the general public, the Festival aims to offer everyone the opportunity to discover what the UK's social scientists are doing and how social science research can contribute to better policymaking and, ultimately, a better society.

The Festival of Science takes place across the UK from 9th - 18th March 2007 March.

Please see below for details and registration details of the workshops and seminars AIM will be running during the week long festival:

- [Engaging with Practice: Doing Strategy as Practice](#)  
Date: 12th March 2007  
Location: Aston Business School, Birmingham  
Speakers: Professor Paula Jarzabkowski (AIM Ghoshal Fellow), Dr Julia Balogun (AIM Ghoshal Fellow)
- [The Challenges of Industry - University Collaboration in a Globalising Economy](#)  
Date: 12th March 2007  
Location: London Business School  
Speakers: Professor Andy Neely (AIM Deputy Director), Professor Julian Birkinshaw (AIM Senior Fellow), Adrian Alsop (ESRC), Malcolm Skingle (GlaxoSmithKline)
- [Policies for Clusters, Networks and Regional Development: What Should RDAs Do?](#)  
Date: 15th March 2007  
Location: University of Reading  
Speakers: Professor Rick Delbridge (AIM Senior Fellow), Professor James Simmie (Oxford Brookes University), Dr Zella King (AIM Research Fellow), Dr Francesca Mariotti (AIM Associate), Mike Keoghan (DTI), Stephen Gray (Advantage West Midlands)
- [Service Innovation: Challenges for Research, Practice and Policy](#)  
Date: 15th March 2007  
Location: Tanaka Business School, Imperial College London  
Speakers: Professor John Bessant (AIM Senior Fellow), Professor Chris Voss (AIM Senior Fellow), Dr Bruce Tether (AIM Ghoshal Fellow, Catherine Connolly (DTI)

For any further information please contact Claire Fitzpatrick on 020 7000 0517 or [cfitzpatrick@london.edu](mailto:cfitzpatrick@london.edu)

**New Online Discussion Forum 'Organisations as pluralistic contexts'.**

Following a successful AIM Workshop in October 2006 held at Aston University, participants were keen to take the discussion further through an online forum (blog). Workshop host Paul Chan has organised this with his colleague Michael Kaschewsky from Aston University and interested people can register at:

<http://pluralism.strategikon.eu/?q=node/13>

When registered you can also access the main presentations from the original workshop as well as joining the discussion.

Pluralistic contexts are those that are shaped by the divergent goals and interests of different groups, each of which have sufficient power bases to ensure that their goals are legitimate to the organization. The organization must thus respond to rather than abandon these goals, even where they are in conflict, resulting in complex and potentially fragmented organizations (Denis et al, 2001; 2006; Hardy, 1991). Such pluralism has, however, been largely ignored in strategy and organization theory, which tends to adopt a coherent view of the organization and its activities. In pluralistic contexts, organizational focus is fragmented by competing demands and interests (Glynn, Barr and Dacin, 2000). The study of organizations as pluralistic contexts thus offers the potential for more complex theoretical insights (Eisenhardt, 2000) and more accurate portrayals of organizational practice (Van de Ven, 2004).

Despite the increasing evidence of pluralism in many sectors, its strategic implications have been studied largely in the public and not-for-profit sector, such as hospitals, universities and artistic organizations (e.g. Denis et al, 2001; Jarzabkowski, 2005; Townley, 2002). In these contexts, pluralistic tensions derive from conflict between professional values and the largely economic values associated with strategic accountability (Middleton-Stone and Brush, 1996; Oakes et al, 1998). Such studies have provided valuable insights into managing competing public demands. However, increasingly many organizations with a more overtly commercial focus, such as professional service organizations and regulated firms are prone to pluralistic tensions.

For further information or if you have any queries regarding this please contact Paul Chan on [paul.chan@unn.ac.uk](mailto:paul.chan@unn.ac.uk).

### Successful Strategic Transformers

AIM Research Fellow Manuel Hensmans and AIM Senior Fellow Professor Gerry Johnson were invited by Professor Andrew Pettigrew, Dean of Bath University Management School, to present their research project on "Successful Strategic Transformers". The presentation was part of a two-day seminar and workshop on the 7<sup>th</sup> and 8<sup>th</sup> of December 2006 involving management scholars, McKinsey Consultants, business leaders as well as MBA students.

The presentation asked: "Can history be a dynamic capability?" Responding in the affirmative, they explained how capabilities rooted in history helped the British companies Tesco, Smith & Nephew and Cadbury Schweppes transform themselves from "average to good" national players into "great" international companies during the period 1960-2004. The importance of these four historical capabilities resides in their ability to help companies continuously transform themselves without the stimulus of financial trauma and without the accompanying loss of value to shareholders, employees, customers and the economy.

The evening presentation was followed by a morning workshop with invited participants from McKinsey's and the Faculty. This focused on the lessons from the research for practice. Manuel and Gerry were pushed further to consider how historical capabilities might inform current management practice. And the consultants were challenged about their conventional role in transformation processes and the diversity of leadership challenges in historical transformation processes.

We would like to thank Professor Pettigrew for setting up this unconventional knowledge sharing and learning framework between the research and practice communities and for the many critical and constructive comments that resulted.

For further information please contact Manuel Hensmans on [mhensmans@london.edu](mailto:mhensmans@london.edu)

### Competitiveness and Global Clusters

On the 18th January, AIM and the Regional Studies Association co-hosted a highly successful workshop on 'Competitiveness and Global Clusters' at Birmingham Business School organized by AIM Scholar Lisa De Propris, AIM Scholar Vania Sena and AIM Senior Fellow Rick Delbridge. This is the latest in a series of AIM events and reports on clusters, economic development and innovation (previous reports - The Cluster Effect [http://www.aimresearch.org/publications/ebs\\_clusters.pdf](http://www.aimresearch.org/publications/ebs_clusters.pdf), Challenging Clusters <http://www.aimresearch.org/publications/clusters.pdf> and Biotech Clusters in the UK: Challenges and Opportunities [http://www.aimresearch.org/publications/ebs\\_biotech.pdf](http://www.aimresearch.org/publications/ebs_biotech.pdf)).

The first speaker was Michael Best of University of Massachusetts, an international authority on competitiveness. Professor Best's evidence regarding the evolution and life cycle characteristics of clusters reinforced the recent arguments made by AIM Research in advising on cluster policy development in support of economic growth. Such policy interventions, where appropriate, must be designed and tailored to meet the specific development needs and life cycle stage of the cluster in question.

These policy challenges were addressed in presentations by Mark Beatson of the DTI's Office of Science and Innovation and Stephen Grey of Advantage West Midlands. Further academic presentations were made by Les Budd of Open University, Phil Cooke of Cardiff University, Roger Sugden of Birmingham Business School, Helen Simpson of the Institute of Fiscal Studies and Paul Kattuman of Judge Business School, Cambridge. Copies of the presentations are available on the AIM website - <http://www.aimresearch.org/18012007.html>

The next event addressing clusters is specifically targeted at policy makers and will be part of the ESRC Festival of Social Science in March. Further details are available from the AIM Office.

### Special Issue of Human Relations: Strategizing: the Challenges of a Practice Perspective

AIM Ghoshal Fellows Julia Balogun and Paula Jarzabkowski together with Professor David Seidl have just released a special issue of *Human Relations* (2007, 60.1) entitled "Strategizing: The Challenges of a Practice perspective". This issue has seven empirical and theoretical papers which further the strategy as practice agenda, as well as a comprehensive editorial that provides an overview of the current state and future challenges for the field. We wish to thank our authors, reviewers and supporters for their assistance in publishing this issue. The Table of Contents and papers in the special issue may be accessed at: <http://hum.sagepub.com/content/vol60/issue1/?etoc>.

### AIM Ghoshal Fellow wins Best Paper Prize

In October 2006, Michael G. Jacobides was awarded the Best Paper Prize for an Industry Study by the Alfred P. Sloan Foundation in the US. This prestigious award, accompanied by a \$1,500 cheque, and an advertisement in the *Academy of Management Journal* and in the US and international press, will be officially conferred during an award ceremony on April 26, 2007, in Boston, during the Industry Studies Conference, organized by the Sloan Foundation. The award committee, which considered entries nominated by senior international scholars, noted that Michael's work on mortgage banking published in the *AMJ* last year "...presents careful industry-based empirical research that has significantly contributed to theory. The improved theory has since been shared by the industry, substantially shaping the ways the industry environment is now viewed by managers and regulators. In this regard, the paper could hardly be better aligned to the Sloan Industry Program's general mission".

For more information please contact Michael G. Jacobides on [mjacobides@london.edu](mailto:mjacobides@london.edu).

### PhD Studentships at Cranfield School of Management

Cranfield School of Management – one of Europe's top management schools – is now inviting applications for four full-time PhD studentships, awarded by the Economic & Social Research Council (ESRC), due to commence in October 2007.

The School has 16 research centres with functional or thematic approaches:

Bettany Centre for Entrepreneurial Performance and Economics	Business Performance	Centre for Organisational Transformation
Competition and Regulation Financial Research	Complex Systems	Executive Learning for Change
Innovation Management Research	Human Resources	Information Systems
Management Knowledge & Strategic Change	Logistics and Supply	Management of Expatriation
Women Business Leaders	Marketing	Operations Management

Potential candidates are strongly advised to visit the School's website for information on current research themes and position their proposed research within these areas.

ESRC studentships are open to UK and EU candidates only and candidates must satisfy the ESRC's residential eligibility requirements, details of which can be found in the *ESRC Postgraduate Studentships – Guidance Notes for Applicants* on the ESRC's website at [www.esrc.ac.uk](http://www.esrc.ac.uk). Each studentship is offered for 4 years and covers full payment of fees at the UK/EU rate and a stipend of £12,300 per annum.

Successful candidates are likely to have, or be currently completing, a Master's degree and have some relevant work experience.

**To apply for an ESRC studentship, please complete a PhD application form (downloadable from the website) and return, with a research proposal, to Cranfield University Postgraduate Admissions, to arrive no later than Friday 21 March 2007.**

**The closing date for all other PhD applications is 30 June 2007.**

Full details of the application and selection process, Doctoral Open Days, fees and bursaries (for which international candidates may be considered) can be found on our website.

Enquiries to: Wendy Habgood, PhD Programme Manager, tel +44 (0)1234 758046, email: [wendy.habgood@cranfield.ac.uk](mailto:wendy.habgood@cranfield.ac.uk)

Visit our website at [www.cranfield.ac.uk/som/phd](http://www.cranfield.ac.uk/som/phd)

### Workshop: How is Information used by Decision Makers?

The Audit Commission and the AIM Research will be holding an informal workshop to explore how information is used by decision makers.

In April 2006 the Audit Commission's Strategic Plan challenged the organisation: *"to stimulate significant improvement in the quality of data and the use of information by decision makers"*.

This workshop will inform thinking about both a national study on the use of information and a wider programme of work to deliver this objective.

Between **12:00 – 16:00 on Thursday, 1 March 2007** at the Royal Horticultural Hall, 80 Vincent Square, London we aim to bring together 20 of the top knowledge and information experts from across academia and public and private practice. The aims of the forum are to:

- explore the challenges associated with the use of information to drive improvement in the public and private sectors;
- identify how organisations have used information to support decision making, performance management and delivery;
- and stimulate thinking about the Audit Commission's programme of work to deliver its strategic objective number five.

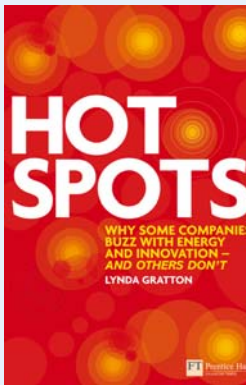
The event will be chaired by Professor Andy Neely of AIM and Cranfield School of Management and introduced by Steve Bundred, Chief Executive of the Audit Commission. Keynote guest speakers will be:

- Dr Mike Kennerley, Cranfield School of Management;
- Professor Tony Bovaid, INLOGOV; and
- Alan Meekings of CEO, Landmark consulting

There will also be opportunities to network with some of the leading experts and practitioners in the field of knowledge and information use and management.

### Hot Spots: Why Some Teams, Workplaces, and Organisations Buzz with Energy - and Others Don't

by Lynda Gratton



AIM Senior Fellow Lynda Gratton is pleased to announce her new book 'Hotspots: Why Some Teams, Workplaces, and Organisations Buzz with Energy - and Others Don't'.

You always know when you are in a Hot Spot. You feel energized and vibrantly alive. Your brain is buzzing with ideas, and the people around you share your joy and excitement. The energy is palpable, bright, shining. These are times when what you and others have always known becomes clearer, when adding value becomes more possible. Times when the ideas and insights from others miraculously combine with your own in a process of synthesis from which spring novelty, new ideas, and innovation. Times when you explore together what previously seemed opaque and distant. We can all remember being in Hot Spots, when working with other people was never more exciting and exhilarating and when you knew deep in your heart that what you were jointly achieving was important and purposeful. On such occasions, time seems to rush by as you and those around you are in the flow. Time even seems to stand still. We enjoy being part of a Hot Spot, and we are healthier, happier people as a result.

When Hot Spots arise in and between companies, they provide energy for exploiting and applying knowledge that is already known and genuinely exploring what was previously unknown. As a consequence, Hot Spots are marvellous creators of value for organizations and wonderful, life-enhancing phenomena for each of us.

Hotspots is available from the 30<sup>th</sup> April 2007.

### AIM Scholars Present at Conference on Innovation in Services

On the 15<sup>th</sup> of November, John Bessant (AIM Senior Fellow), Bruce Tether (AIM Ghoshal Fellow) and Chris Voss (AIM Senior Fellow) acted as keynote speakers on a conference on Innovation in Services organised by the DTI. Andy Neely (Deputy Director of AIM) acted as one of the panel discussants discussing different perspectives on and future work in services innovation. John Bessant reported on research he conducted with Andrew Davies (Imperial College), exploring issues around organising and managing the innovation process in services. Bruce Tether presented findings from a research project with Jeremy Howells (Manchester Business School) about changing the understanding of innovation in services, followed by the findings from a research project with Silvia Massini (Manchester Business School) about how service companies protect their intellectual property. Chris Voss presented the results from his research with Leonieke Zomerdijk (AIM Research Fellow) on innovation in experiential services. The conference was attended by a diverse audience of people from business, academic or governmental backgrounds. The audience enjoyed getting a quick overview of innovation in services and equally the discussion. The conference managed to quickly raise the profile of innovation in services, greatly supported by the latest thinking from experts from the AIM community.

The conference will be followed by a series of reports written by the research teams. The reports will be published shortly and be available from the DTI. For more information, contact John Bessant on [j.bessant@imperial.ac.uk](mailto:j.bessant@imperial.ac.uk), Bruce Tether at [bruce.tether@mbs.ac.uk](mailto:bruce.tether@mbs.ac.uk) or Chris Voss at [cvooss@london.edu](mailto:cvooss@london.edu).

### Rolled-up Sleeves and Dirty Hands: What can be learned by getting inside organizations and how to go about it!

An AIM Workshop on Ethnographic Methods for Management Research  
 10:30-16:00 - Monday 12 March 2007 - London Business School

Peter Smith Ring - Loyola Marymount University, AIM International Visiting Fellow

Nicole Bourque - University of Glasgow, AIM Associate

This workshop is designed to provide management research scholars - who may have previously relied on secondary data sets, surveys or clinical experiments and associated quantitative methods or interview-based approaches to qualitative methods - with an introduction to another approach to conducting research: ethnographic methods.

Dr Bourque and Professor Ring will draw upon their very diverse academic backgrounds – the former an anthropologist, the latter a strategic management researcher - and research agendas in exploring topics such as: Participant Observation – its uses and challenges; Interviews and Interviewing – what to ask and what to “look” for?; “Insider” Accounts: Listening and Asking; Fieldnotes – what to look for – when to make them – how to use them?; Ethical Considerations inherent in ethnography, Where does theory fit in using ethnographic methods?; Can I publish “this stuff” in mainstream “management” journals – and if so how and where?

To apply for a place on this workshop please complete the online application form by clicking the following link or cutting and pasting the address into your browser address bar: <http://forms.london.edu/form.asp?id=6681>

If you experience any difficulties please contact the AIM office on 0870 734 3000 or email [aimevents@london.edu](mailto:aimevents@london.edu)

### Connecting Research with Industry in Italy and the UK Conference to be held at Cranfield University, 18-19 April 2007

This event, entitled *Connecting Research with Industry in Italy and the UK*, is being organised as a joint collaboration between the Italians in Cranfield Association (ItaCA), Cranfield University, the Italian Embassy in London, and AIM Research's Innovation and Productivity Grand Challenge.

The conference is intended to strengthen the links between Italian and UK Universities, research institutes, businesses, industrial clusters and development agencies. Focusing on technology, knowledge transfer and innovation, the event will look at the sharing of best practice and business models to improve competitiveness and productivity.

The event will take place over two days. In the afternoon of the first day, leading policy makers and industry representatives will deliver plenary keynote speeches. On the second day, relevant cases of University-Industry Relationships will be presented, particularly in relation to the fields of aerospace, automotive, biotechnology, defence, ICT and advanced materials.

**Richard Lambert**, Director General of CBI, **H. H. Giancarlo Aragona**, Italian Ambassador in the UK, **Randall Richards**, EPSRC, Chief Executive, and **Prof. Sir John O'Reilly**, Cranfield University's Vice Chancellor, have confirmed their involvement as keynote speakers.

Papers will also be delivered by leading academics representing: Advanced Institute of Management, EPSRC, Cambridge University, CNR, Bocconi University, Politecnico di Turin and Aster Emilia-Romagna. These will be complemented by presentations from senior managers from organisations, which are already experiencing the benefits of industry-university collaboration, including: Finmeccanica Group, BAE Systems, Magneti Marelli, Renault F1, Torino Wireless, IMAST, CIRA, IOM3 and Optic Technium.

Due to the generous support of ESRC and others, the cost to attend to attend both days, including overnight accommodation and a gala dinner, is £150.

Further information can be obtained at: [www.connectresearch.co.uk](http://www.connectresearch.co.uk). For inquiries regarding the programme, please contact Pietro Micheli, AIM Research, at [p.micheli@cranfield.ac.uk](mailto:p.micheli@cranfield.ac.uk). To register your interest in participating, please liaise with Lynne Boshier, 01234 758050, or e-mail [l.boshier@cranfield.ac.uk](mailto:l.boshier@cranfield.ac.uk).

### AIM Fellow Professor Jonathan Haskel research included in the chancellors pre—budget report

Pre Budget Report 2006 Annex A "The economy", page 205, box A8  
[http://www.hm-treasury.gov.uk/pre\\_budget\\_report/prebud\\_pbr06/report/prebud\\_pbr06\\_repindex.cfm](http://www.hm-treasury.gov.uk/pre_budget_report/prebud_pbr06/report/prebud_pbr06_repindex.cfm)  
[http://www.hm-treasury.gov.uk/media/56A/CA/pbr06\\_annexa.pdf](http://www.hm-treasury.gov.uk/media/56A/CA/pbr06_annexa.pdf)

#### Box A8: Intangibles and the changing nature of investment

As developed economies shift towards knowledge-based activities and higher value-added goods and services, the nature of investment may be changing. Firms are spending increasingly on research and development, branding, training and organisational change. At present, these are classified as current expenditure in the National Accounts but, given their intended purpose of raising future capacity and efficiency, might reasonably be considered as investment.

ONS estimates of UK business investment are based on the internationally-agreed System of National Accounts (SNA) definitions that are strongly focused on investment in tangible assets. Software investment is included, but presents significant measurement challenges. The ONS has estimated that improvements to the measurement of own-account, in-house software investment could raise measured total UK software investment in 2003 to around £21bn from the current estimate of £8bn. These estimates are currently experimental and will not be incorporated into the National Accounts until the summer of 2007. Even then, measured business investment will cover only a limited range of intangibles spending. Looking further ahead, the ongoing review of the SNA appears likely to conclude that research and development should be classified as investment.

Recently published academic work has investigated business investment in intangibles, including research and development, branding, training and organisational change, in the UK and US<sup>a</sup>. For the UK, total investment in intangibles was estimated to be £116bn in 2004, equivalent to 10 per cent of GDP. This compares with officially measured business investment in 2004 of £112bn, which includes around £15bn of intangible investment. While uncertain, these estimates suggest that a broader definition of intangible capital could roughly double UK business investment. Estimates for the US yielded similar results, with business sector investment in intangibles equivalent to around 11 per cent of GDP on average between 1998 and 2000.

Strong growth in the creative industries is indicative of the importance of intangibles in the UK economy. These industries, which among others include advertising, architecture, film, software and computer games, are some of the main producers of intangibles. Collectively they grew by an average of 5 per cent a year between 1997 and 2004, compared with 3 per cent for the whole economy. In finance and business services, the largest and fastest growing sector of the UK economy, investment in intangibles, particularly software, product development, branding and organisational change, is likely to be disproportionately important.

a Giorgio Marrano, M. and Haskel, J. (2006), *How much does the UK invest in intangible assets?*, Queen Mary, Department of Economics, working paper 578; and, Corrado, C., Hulten, C. and Sichel, D. (2006), *Intangible capital and economic growth*, NBER working paper 11948. Both papers note that due to difficult measurement issues their estimates must be considered exploratory, but that they do highlight the importance of intangible investment.

### Managing to Improve Public Services

An AIM book edited by Jean Hartley (Warwick), Cam Donaldson (Newcastle), Chris Skelcher (Birmingham) and Mike Wallace (Bath), with 2 overview chapters as well as chapter contributions from each of the 11 AIM Public Service Fellows, due to be published by Cambridge University Press later this year.

This book both showcases individual work by Fellows, but also sets this within a common framework with a clear focus on public service improvement, and the associated concepts of governance, management, performance metrics and the policy context.

The global focus on improving public services reflects a rediscovery of their central role in the well-being, sustainability and growth of communities, cities and nations. This awareness of the social, economic and cultural contribution of government, public organisations, and public services has resulted in a significant period of reform and experimentation, not only in the UK but internationally. At the heart of these initiatives is the idea that improvements to the ways in which public services can be governed, managed and delivered will produce improved outcomes for citizens. This idea is driving different kinds of reform initiatives in different parts of the world. In the UK, there has been a major process of management reform aimed at enhancing the capacity of public services to deliver improved outcomes for citizens. In contrast, the post-Soviet states of central and eastern Europe are building democratic governance to guide and steer public services in new ways.

The field of public service improvement is one in which there are important questions to be answered at the theoretical, conceptual and practical levels. For example, one set of issues arises from the use of public-private partnerships, co-production with civil society organisations, and other new governance arrangements. These developments open up questions about the extent to which such new organisational forms deliver benefits of innovation, efficiency and responsiveness, as well as their impact on processes of steering and accountability in a democratic context. A second, longer-term problem is to understand the conditions under which improvement strategies, and their implementation in complex settings, make a difference to the performance of public services and we need evidence-based theories of the relationships between managerial and political leadership, organisational culture and structure and relevant outputs and outcomes to do so. A third and related question concerns the extent to which metrics can be created and applied so that decisions can be better informed and changes in performance can be tracked. This moves into the politics of performance management as well as the methodology of choice valuation and efficiency measurement. There are, of course, many other questions to be addressed. But these give a flavour of the leading-edge public service improvement issues addressed in this volume, and their significance for political, managerial and academic audiences.

The purpose of the book is to build new understandings of public service improvement. It does this by using a multi-disciplinary approach to explore the governance, management, and performance dimensions of public service improvement and their intersection in various fields of policy. One focus is the contribution of 'public management' as an activity of professionals, managers, and political decision-makers (whether elected or appointed). In this sense the book locates the research evidence within the new and growing transatlantic research community who are addressing the question of when, how and why management matters to public service performance. But the book widens the debate by examining the introduction and sustainability of change in large complex systems. There is also a strong focus on the politics and measurement of public service performance, including the application of economic approaches to decision-making and efficiency measurement.

The individual chapters are by Barbara Townley (St Andrews); Paul Collier (Monash, Australia); Paul Longley (University College, London); Mary O'Mahony (Birmingham); Michael Pidd (Lancaster); George Boyne (Cardiff); Richard Walker (Hong Kong), Jean Hartley (Warwick), Chris Skelcher (Birmingham); Cam Donaldson (Newcastle); and Mike Wallace (Bath).

If you would like more details of this book, please let Esme Foster ([efoster@london.edu](mailto:efoster@london.edu)) in the AIM Office know or Paula Parish ([pparish@cambridge.org](mailto:pparish@cambridge.org)), Editor at Cambridge University Press know. Brochures will be available shortly.

### Professionalism, Regulation and Procurement: Addressing the Challenges of Quality and Risk in Management Consultancy - 9 March 2007 - London Business School

Are you a Management Consultant operating as a sole trader or member of an Association or part of a large Consulting firm? If so, would you be interested in attending an event to help develop an agenda that can help to influence policy and define the future of competitiveness in the consulting sector. This event is one of a series of 4 events to take place in 2006-2007. This event will provide insights from cutting edge research on the main trends, current practices and future challenges in the management consulting sector. It will also provide the opportunity to interact, debate and learn from the insights of other practitioners, policy makers and senior academics doing research in this sector.

To express interest or to reserve a place, please contact: Laura Brough, GNOSIS Research Officer, on 0151 795 3725

### AIM Fellows Involved in Various Events Around the UK

- 5th International EMAEE Conference on Globalisation, Services and Innovation: The Changing Dynamics of the Knowledge Economy; Manchester Metropolitan University, 17-19 May 2007, co-organised by AIM Ghoshal Fellow Bruce Tether, Ammon Salter and Erik Stam (see <http://www.emaee.net>)

- European Network on the Economics of the Firm 2007 meeting "Innovation and Firm Dynamics"; University of Cambridge, 17-18 September 2007, organized by AIM fellows Elizabeth Garnsey and Erik Stam (see: <http://www.enef.group.shef.ac.uk/>)

### Comparative International Research

On 10th November Simon Collinson and Chris Huxham co-chaired an AIM capacity-building workshop on "Doing Comparative International Research (CIR): Principles, Pitfalls and Practicalities" at London Business School. This featured presentations by Professor Andrew Pettigrew and Louise Knight (University of Bath) Professor Mark Ebers (Cologne University) and Professor Jörg Sydow (Free University, Berlin).

Over 30 participants discussed a range of CIR topics, from how to build international networks and manage multicultural research teams to publishing CIR studies in top journals. An overarching theme was how to balance theoretical and methodological 'ideals' with real-world practicalities when doing CIR.

Participants were selected and funded by AIM on the basis of their current and/or future involvement in CIR projects. They were asked to highlight specific topics to focus on during the day and group discussions were subsequently organized around these preferred topics to improve the relevance of the workshop to participants.

To view the presentations please view the AIM Website on <http://www.aimresearch.org/101106dcir.html>

### ESRC: Engaging with Business Workshops

**Monday 26<sup>th</sup> March – Tuesday 27<sup>th</sup> March 2007 – Hotel Russell, London**  
**Tuesday 1<sup>st</sup> May – Wednesday 2<sup>nd</sup> May 2007 – Copthorne Hotel, Manchester**

These training events are provided for ESRC-funded researchers undertaking research of potential relevance to business users and aim to enable such researchers to engage more effectively with the business sector.

#### OBJECTIVES:

- The objectives of the workshops are to:
- make participants aware of how business works and of the cultural differences between research and commercial institutions;
- help participants appreciate what these differences mean for working together effectively and for knowledge transfer;
- provide participants with improved understanding to help them engage more effectively with business in the future.

#### ESRC Support:

The ESRC will cover all expenses, except participants' travel costs. (Because the ESRC will make non-refundable commitments, a cancellation fee of £150 will be charged unless notice of withdrawal is given one week prior to the event.) To maximise interaction, attendance at each workshop will be limited to 20.

#### TOPICS - Sessions will include:

- Business culture and behaviour,
- Innovation in business,
- What business is looking for from research and researchers,
- Bridging the gap between business and research cultures,
- Engaging with business: practical experience,
- Developing an approach to business,
- Implications for research activities

#### CONTRIBUTORS:

The event will be facilitated by Dr Alister Wilson (Waverley Management Consultants). There will be outside speakers who have experience in engagement activities from both research and business. Speakers will be confirmed in the detailed programme sent to those selected to participate.

#### ENQUIRIES:

A detailed programme will be sent to those selected to participate.

For further information, please telephone Anna Marshall on 01793 413030 or email [anna.marshall@esrc.ac.uk](mailto:anna.marshall@esrc.ac.uk).

#### APPLICATION:

Please email Claire Fitzpatrick [cfitzpatrick@london.edu](mailto:cfitzpatrick@london.edu) to request a copy of the application form.

Return the completed form to Anna Marshall, Knowledge Transfer, ESRC, Polaris House, North Star Avenue, Swindon, SN2 1UJ or email it to [anna.marshall@esrc.ac.uk](mailto:anna.marshall@esrc.ac.uk) by **9<sup>th</sup> March 2007**.

### AIM Ghoshal Fellow gives Two Keynote Presentations

AIM Ghoshal Fellow Michael G. Jacobides gave two keynote addresses late last year. In October 2006, he addressed the 2006 McKinsey & Co Strategy Conference, where McKinsey consultants as well as senior leadership from over 200 companies gathered to discuss latest trends in strategy research. His presentation, titled "Thinking Like a Strategist: How to Benefiting from Shaping your Industry's Architecture", drew from his work in the context of the Ghoshal Fellowship on how firms shape their industry's architecture, and how profit migrates from one part of the industry to the next. He also presented in a panel on "Latest Trends in Strategy Research", reporting on his research on industry evolution and the division of profit between firms and the resources they employ.

In addition, in December 2006 Michael gave the opening keynote address in the United Nations in Geneva. He addressed the World Information Society Summit follow-up, speaking to experts and delegates from 87 countries, looking at how industries are re-shaped by technologies (and, in particular, IT), and how policy-makers can help reap the benefits of technology. His talk stressed the role of industry architectures and focused on policies that support "evolvability", i.e. the creation of policies that allow new configurations, facilitated by technology, to transform existing practice. Drawing on some of the evidence he obtained through his Ghoshal Fellowship, he argued that focusing on subsidizing technology is not unequivocally good, and that policy-makers should spend more time identifying what is the "bottleneck" in a sector, and helping redress it.

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### AIM Publications

AIM has produced a number of new reports over the past months and has forthcoming reports, all publications are available to order, free of charge. To order a hard copy of any AIM Publication please complete the following form <http://forms.london.edu/form.asp?id=3744> or email Claire Fitzpatrick [cfitzpatrick@london.edu](mailto:cfitzpatrick@london.edu).

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November 2006	The Asian Century: Opportunities and Challenges for the UK	Rupert Harrison, James Wilsdon
December 2006	Is Organisational Learning a Myth?	Professor Philippe Baumard, Professor William Starbuck
December 2006	How does UK retail productivity measure up?	Rachel Griffith, Heike Harmgart
December 2006	Attention HQ: Strategies for UK subsidiary companies	Professor Julian Birkinshaw, Professor Cyril Bouquet, Dr Tina Chini
January 2007	From Modern to Paternalistic: How does your firm type affect your performance?	Paul Edwards, Chin-Ju Tsai, Sukanya Sen Gupta, Monder Ram
Forthcoming	International Competitiveness of British Companies	Professor George Yip, Professor Alan Rugman, Dr Alina Kudina
Forthcoming	Small Firms, Learning and Growth: A Systematic Review and Reconceptualisation	Allan Macpherson, Robin Hall
Forthcoming	Studying Evolution of Knowledge Within Small and Medium-Sized Firms: A Systematic Review	Richard Thorpe, Robin Holt, Allan Macpherson, Luke Pittaway
Forthcoming	The Future of Business School Faculty – Full Report	Chris Ivory, Peter Miskell, Andy Neely, Helen Shipton, Andrew White
Forthcoming	The Future of Business School Faculty – Executive Briefing	Chris Ivory, Peter Miskell, Andy Neely, Helen Shipton, Andrew White
Forthcoming	The Importance of Meetings: How the structure of meeting affects strategic change in organisations	Paula Jarzabkowski and David Seidl
Forthcoming	The Future of HR: How Human Resource Outsourcing is Transforming the HR Function	Mari Sako and Abigail Tierney
Forthcoming	Developing Phototonics Clusters – Commonalities, Contrasts and Contradictions	Jorg Sydow and Frank Lerch, in association with Chris Huxham and Paul Hibbert
Forthcoming	Is The UK's Science Base Performing?	Laura Abramovsky, Tina C. Ambos, Julian Birkinshaw, Pablo D'Este Cukierman, Rachel Griffith, Rupert Harrison, Kristiina Makela, Helen Simpson