



London South Bank
University

'ResearchToday!' in the Business School

London Centre for Business and Entrepreneurship Research

Research Seminar Programme Spring 2019, Thursdays, 12-1pm, room LR391

'ResearchToday!' is a research seminar series that shows the width of research in the Business School, and is a forum to foster the collaboration and exchange among interested colleagues. We meet weekly during teaching term times.

Interested guests are always welcome, from within or outside of the university! No registration is needed if you are internal, please just join us. If you are external to the University, please just send us an email to let us know you will be joining us, and we will inform our reception desk to expect you. Contact and further information: Research Manager for the School of Business, email: busresearch@lsbu.ac.uk

31st January 2019 (Moderator: Professor Karin Moser)

Dr Charles Graham, Senior Lecturer, LSBU

Can FMCG brands disrupt market equilibrium by delivering new category users?

Managers and researchers recommend category expansion as a brand growth strategy when faced with equilibrium at market maturity. There is however very little empirical evidence to support this recommendation, and therefore little to inform decision-making. We report early findings from a large-scale study of household penetration change in nearly 400 established consumer packaged goods categories over time, and show (1) almost two thirds remain near stationary (2) categories over the mean size of 21% are more stable, with lower incidence of increase (or decrease) and relatively small increments (3) smaller categories (under 10% penetration) are extremely volatile, and average change is up to thirteen times greater. Rate of change is closely linked to initial category size, and equally distributed between increase and decrease. The implications for management seem to be that persistent category expansion at maturity is hard to achieve and a fifty/fifty strategy at best.

7th February 2019 (Moderator: Dr Sara Abdaless)

Professor Karin Moser, Director of Research, LBSU

The value of information in a knowledge based and digital economy

This session looks at the structure and condition of knowledge sharing dilemmas and why it is so important to understand what underpins the value of information and knowledge and motivation of individuals to share expertise.

While it is in the collective interest of a company that employees share their knowledge, this is not necessarily in the interest of the individual. If we look at knowledge as the currency in an exchange relationship between employee and employer, we have two stakeholders with very different cost-benefit matrices. Why? Because knowledge is power and acquiring expertise takes a lot of time and effort, and people don't want to just give up this advantage. Another reason is that knowledge sharing is what is called 'extra-role behaviour' in psychology. Experts don't just know 'more', they are able to contextualise problems differently and can make connections faster and at a higher level of complexity, which leads to better quality decisions and higher creativity in thinking. Much of this is very difficult and sometimes impossible to explicate; it is tacit knowledge and simply what highly skilled and experienced people do rather than what they say.

14th Feb 2019 (Moderator: Dr Carrie Rutherford)

Dr Sara Hajikazemi, Lecturer, LSBU

Barriers against effective responses to early warning signs in projects

It is a major challenge for project organizations to react sufficiently quickly to the identified early warning signs of project problems in order to avoid the occurrence of those problems. This article investigates project and project organization specifications that influence the effectiveness of responses to early warning signs in projects. Based on a survey of Norwegian project managers or leaders' approaches to responding to such signs, this study reveals that there are specific barriers to their ability to respond to identified early warning signs. Barriers may develop due to organizational factors, such as project managers' optimism bias, the normalization of deviance within an organization, and the lack of an outside view. They can also develop due to projects' complexity. The authors elaborate on Ansoff's management model by clarifying the mentality filter in order to better define the procedure whereby obstructions are created.

21st February 2019

No session

28th February 2019 (Moderator: Dr Gurjeet Dhesi)

Name: Professor Grazia Ietto-Gillies, Emeritus Professor, LSBU and Visiting Research Professor, Birkbeck, University of London & Dr Marion Frenz, Reader in Management, Birkbeck, University of London

Development of indicators of absorptive capacity at micro and macro levels

The concept of absorptive capacity (ACAP) has become a very relevant part of innovation studies since the seminal work of Cohen and Levinthal (1989). Nonetheless there is ambiguity regarding the concept itself and more so with regard to its operationalization. This research concentrates on the operationalization side and, specifically, on the development of indicators of ACAP. It makes the following contributions: (1) development of an alternative framework based on absorption-enabling infrastructures; (2) identification of distinct dimensions of infrastructures and of relevant variables within them. The operationalization is inspired by emphasis on: soft infrastructures; comparability across firms, sectors and countries; and policy relevance.

7th March 2019, Workshop: 12pm-2pm (Moderator: Professor Karin Moser)

Dr Gurjeet Dhesi, Senior Lecturer

REF 2021 and the indicators of impact within REF case studies

After providing an overview of the REF 2021 process the presentation will then focus on **impact** and the indicators of impact within REF case studies. Examples of impact and indicators of impact will be provided in the context of areas of impact, types of impact, and indicators/evidence of reach and significance. Examples of what makes a high-quality impact case study will be discussed.

14th March 2019 (Moderator: Dr Charles Graham)

Ammarah Marjan, PhD student, LSBU

Dark social: The biggest missed opportunity in marketing

Following widespread adoption of closed social media apps, marketers can no longer easily track outbound sharing of website links, or inbound traffic resulting from those shares – so-called Dark Social. This social traffic is misclassified in Google Analytics as Direct, and little is currently known about its volume or relative behaviour. The aim of this study was to contextualise the typical contribution of the direct channel to total website reach, identify the relative contribution of (true) direct traffic and estimate its dark social volume. Traffic flows totalling over 3 million hits were observed over two years on five websites. We find that the direct channel can contribute over a third of total traffic and estimate an inbound dark social component of about half. These important volumes are little understood at present, and we describe a future research agenda to develop theory.

21st March 2019, (moderator: Dr Rohit Talwar)

Guest talk: Dr Chloe Preece, Senior Lecturer, Royal Holloway, University of London

Visualizing consumer culture: A semiotic understanding of interpreted brands

Although the concept of charisma has been widely examined in the leadership literature, it has yet to receive the attention it deserves in consumer research. Conceptualizing artworks as charismatic objects, we consider the ability these objects have to illuminate consumer culture. By presenting us with a frozen-in-time consumer culture ‘tableau,’ artworks can not only represent our reality but reveal its ideological underpinnings. We therefore argue that artistic modes are at the “intersection of method, research, object of research and representation of research” (Bode 2010) and demonstrate the value of looking towards artists for insights into the visual in consumer culture. Focusing on the work of contemporary artist Grayson Perry, we contribute to branding theory by considering the interpretive process through which consumers filter brand relationships. By applying semiotic analysis to his work, we demonstrate how brand meanings are dialectically constructed and reconfigured through iterative processes between various actors drawing on; the personal/autobiographical layer, felt ethnicity and class identity layer and the socio-cultural layer.

28th March 2019 (moderator: Grace O’Rourke)

Professor Alex Murdock, Emeritus Professor, LSBU

Responding to ageing demographics: A positive view from a public administration and public policy perspective

The focus of this paper will be to try and redress the perception of ageing as a social challenge which is generally the line taken in public policy literature in particular the focus on resources such as pension pressures, workforce challenges and social and medical care. Rather this paper will examine what has been variously described as ‘active ageing’ or ‘positive ageing’ and identify trends in the lifestyles of the increasing older generation. In effect the paper will explore the concept of an ageing demographic as representing an ‘opportunity’ rather than a ‘challenge’. (Vincent 1996, Walker 2008, Zaidi et al 2017).

The trends will be explored in the context of both public policy and public choice and will include lifelong learning, a redefinition of ‘retirement’ away from a date to a graduated transition, the importance of technology and the likely and emerging changing lifestyle choices of the ‘baby boomers’ and successive generations. (Hyde and Phillipson 2015, Damant and Knapp 2015, Withnall 2015). The methodology will draw on major studies such as the UK Foresight project and OECD studies and will access the growing literature on positive and active ageing.

'ResearchToday!' in the Business School

**London Centre for Business and Entrepreneurship Research, #researchtoday @LSBU_BUS
Research Seminar Programme Spring 2019, Thursday, 12-1pm, room LR391**

The new season of *'ResearchToday!'* seminars opens on Thursday, 31st January 2019!

Season seven of our *'ResearchToday!'* seminars opens on 31st January 2019. If you haven't been to one before, these are short presentations of emerging or new research in the Business School, followed by an informal discussion. They last an hour, and they are happening every week from now until the end of term. Again, this season has great talks that cover a variety of interesting topics!

Who can attend? Anyone interested can attend! No registration is needed if you are internal, please just join us. If you are external to the University, please just send us an email to let us know you will be joining us, and we will inform our reception desk to expect you. Contact and further information: Research Manager for the School of Business, email: busresearch@lsbu.ac.uk

Who can present? Researchers and doctoral students from the Business School and associated guests, visitors and collaborators. This is a research forum to exchange ideas, get to know each other's research and foster collaboration in a collegial and friendly environment. The season seven programme is full, but you can still book a spot for season eight in the summer, if you contact the Business School Research Manager at busresearch@lsbu.ac.uk

What's in it for me if I come along? How long do you have? Find out about FMCG brands and market equilibrium, semiotic understanding of interpreted brands, perception of ageing as a social challenge, and more. See new ways of presenting persuasively. Meet new colleagues. Discover things you have in common. Test new ideas and bring your best arguments. It could even lead to new research collaborations.

Great! Just remind me where and when? LR391, every Thursday from 12-1pm. We continue informally until 2pm for those who want to and have the time, or sometimes workshops will run for the full 2 hours. Bring your lunch or coffee, and a sharp mind.

Check the programme on what's on: <http://www.lsbu.ac.uk/whats-on>
Business School Research pages: <http://www.lsbu.ac.uk/schools/business/research>

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