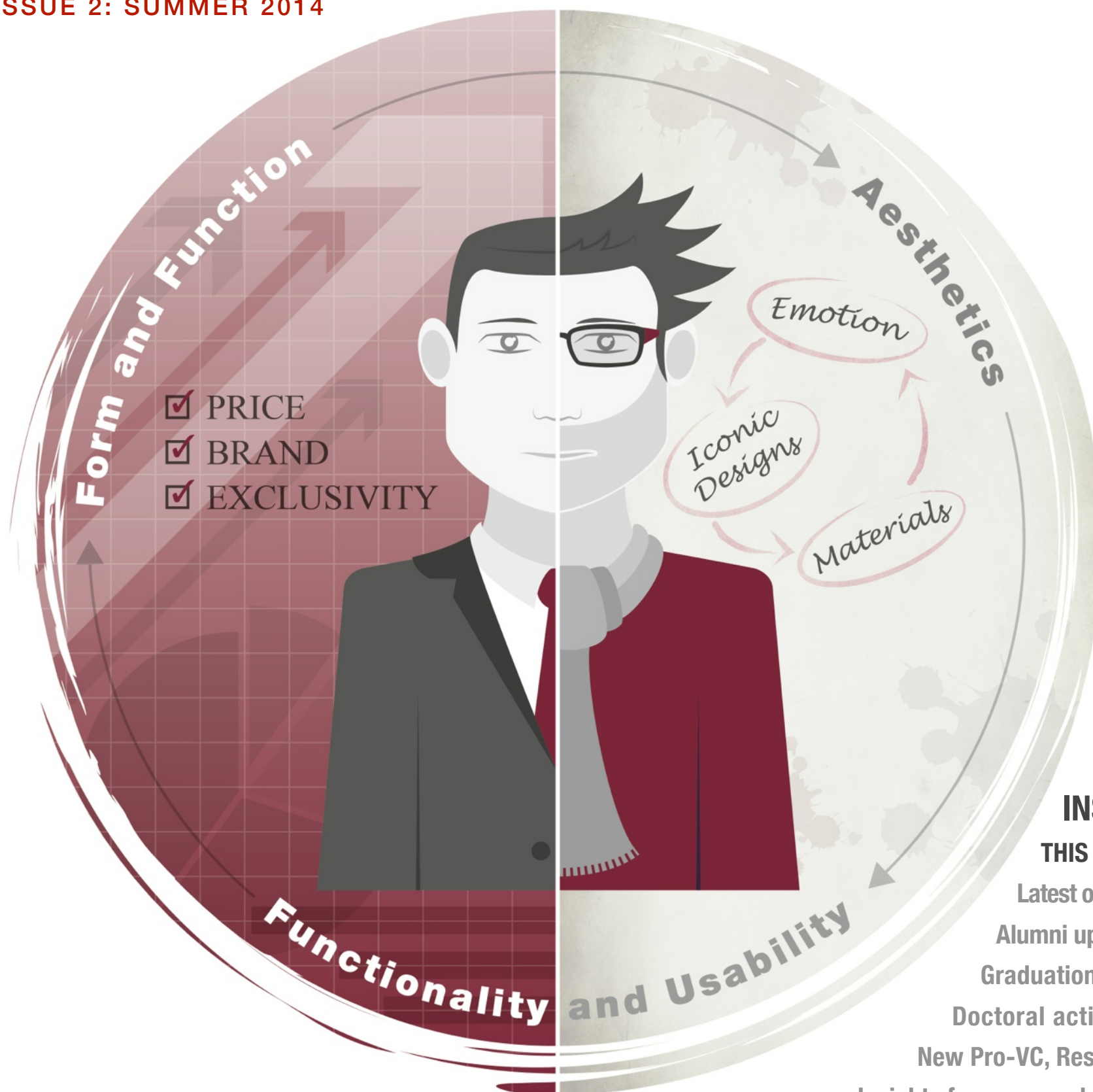


# Research Insights

→ A QUARTERLY NEWSLETTER FOR STAFF, STUDENTS, ALUMNI & FRIENDS

**ISSUE 2: SUMMER 2014**



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# Research Insights

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## ISSUE 2: SUMMER 2014

# Research Insights

→ A QUARTERLY NEWSLETTER FOR STAFF, STUDENTS, ALUMNI & FRIENDS

## Apr-Jun 2014 in review

By David Denyer, Professor of Organizational Change and Director of Research

Welcome to the second issue of our newsletter, now named RESEARCH INSIGHTS. Many thanks to all those who voted in our poll. A lot has happened since our first issue! Congratulations to Professor Susan Vinnicombe who was awarded a CBE in the 2014 Queen's Birthday Honours for her services to gender equality, underpinned by her transformational research on gender diversity on corporate boards.

Congratulations also to all of the students who gained recognition for their hard work and dedication at the graduation ceremony in June. This year was an exceptional year for our research programmes, with twenty-two students obtaining doctorates. The sun was also shining for our recent DBA reunion barbeque. I am always delighted to hear about the outstanding accomplishments of alumni and the personal, career and organisational impact of our International Executive Doctorate Programme.

Please join me in welcoming three new researchers to the School of Management: Dr Benny Tjahjono, Dr Roomi Muhammad and Professor Elisabeth Kelan.



There are significant changes across the University that will raise the profile of research at Cranfield. On August 1 Professor Tom Stephenson will become Pro-Vice-Chancellor for Research and Directors of Research will be appointed in all four Schools along with a Director of Research and Innovation.

As a continuation of the poster display approach to raise awareness and access to our research, we have a display planned for September on the topic of 'Mindfulness', for which contributions are now being sought.



## RESEARCH GRADUATES

By Alison Wilkerson

A grand total of 22 SoM Doctoral Students (8 DBA and 14 PhD) plus 7 MRes graduated this year. The DBA graduates (photographed with Dr Emma Parry, DBA Director and Prof David Denyer, Director of Research) were Hugo Marynissen, Yngve Mikkelsen, Femi Johnson, Nneka Abulokwe, Omobola Johnson, Ruth Murray-Webster, Tony Gerth and Mark Baker.

PhD graduates were Helen Bruce, Mehmet Cakkol, Corrado Cerruti, Guy Champriss, Maria De Villa Correa, Athina Dilmperi, Linda Florio Zintel, Mary Gaughan, Philip Greening, Rea Kgoroadira, Patricia Pryce, Megan Reitz, Jan Rosier and Simon Templar.

The **Director's Prize for Best Doctoral Thesis 2014** was jointly awarded to Guy Champriss (PhD thesis title: *All for one and one for all: encouraging prosocial behaviours through brand-convened consumer groups*) and Mark Baker (DBA thesis title: *Portfolio performance management in new product development: examining the influence of feedforward anticipatory control on portfolio value and strategic alignment*).

MRes graduates were Pankaj Chandorkar, Stefan Hemel, Alexander Kharlamov, Roxanne Kutzer, Tahiru Liedong, Anurag Tewari and Thora Thorgeirsdottir.

The **Director's Prize for Best Overall Performance on the MRes Programme 2012-2013** was awarded to Tahiru Liedong.

Congratulations to all.

## MEET TOM: PUTTING RESEARCH ON THE MAP

Prof David Denyer poses a few questions to Prof Tom Stephenson, Cranfield University's new Pro-Vice-Chancellor, Research.

### Why did you want to become the Pro-Vice-Chancellor, Research?

I wanted a career in Higher Education because I was motivated to teach as well as do research. As my career has developed, I have continued to be 'research active' and have enjoyed the roller-coaster ride as a Head of School. I also know Cranfield well – not quite 25 years yet! I hope that this combined experience means that I can offer all in the university help to improve our research and innovation.

### What are the research priorities for the University?

The '3Ps' - "Pounds, papers and PhDs". We need to develop our research income as an exclusively postgraduate institution. Research, along with business such as Executive Education and award bearing qualifications, brings core income. It's difficult to do the best research without the income. For the Research Excellence Framework, papers in '4\*' refereed journals are what we need to get a good score. I believe that REF is about external reputation first, our own morale second and the income it brings third. We are a university, so research students – be they DBAs, PhDs, or EngDs – are important.

### What do we need to do to meet these goals?

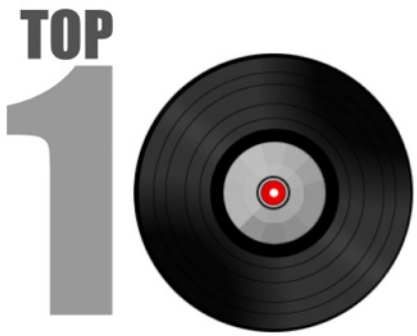
We need to act collectively as One University to learn from each other in order to improve. For example, we entered 225 staff in REF2014, our target is 400 for REF2020 under 415i in the Corporate Plan. It might seem a stretch goal in some ways but many colleagues know how to win research funding, recruit students and produce papers. Best practice needs disseminating.

### What forms of support will be given to faculty?

I believe that this will have to be through our line management with the support of the Research and Innovation Office. The new management structure of each School having a Director of Research means that we can have a more consistent – and that means efficient – approach throughout. Examples of practical support might include collaborating in major research grant proposals, finding funding for research students, training on proposal and paper writing, providing 'boilerplate' and bid writing help. There's a long list and from 1st August I will be working with Director of the Research and Innovation Office, Directors of Research in the Schools and the wider Senior Management Team to deliver better research outcomes across Cranfield.







## CERES DOWNLOADS

Here are the top downloaded pieces of content from the Cranfield Collection of E-Research throughout the months of March, April and May 2014.

The Development and application of a bespoke organisational learning competency framework in a global organisation	2276
An investigation into the notions of 'success' and 'failure' held by senior UK airline executives and their perceptions of the causes of 'success'	965
Low-cost PC-based high-fidelity infrared signature modelling and simulation	875
Cross-border integration in the multinational corporation: The subsidiary management perspective	716
Evaluation of aluminium-based coatings for cadmium replacement	652
Feature based design for jigless assembly	648
Use of fungi in bioremediation of pesticides	609
Footsteps across time: the evolution, use and relevance of battlefield visits to the British Armed Forces	505
Biowaste and vegetable waste compost application to agriculture	461
Permanent magnet synchronous machines with fractional slot and concentrated winding configurations	441
Total CERES downloads	70006

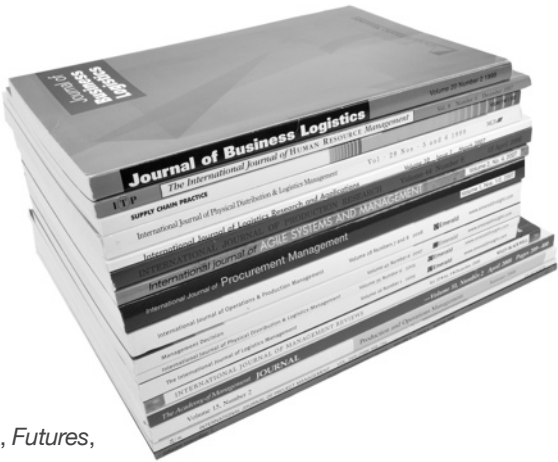
For the Top 40 listing see <http://bit.ly/T40-2-14>

## TOP 6 RISK POSTERS

As listed in the Spring issue. Slideshare stats as at 8 Jul 2014.

Davidson R, Denyer D, Pilbeam C (2014) Safety leadership	742
Denyer D (2014) Leadership and decision making in safety-critical environments	605
Goffin K, Hopkin P, Szwajczewski M, Kutsch E (2014) Roads to resilience: building dynamic approaches to risk to achieve future success	376
Wilding R (2014), The evolution of transformational research in supply chain risk & resilience	171
Illin T, Varga L (2014) An actionable definition of systemic risk in financial services validated using data from the Icelandic financial system failure	160
Kutsch E, Hällgren M, Denyer D (2014) K2 - Against all odds: a journey into oblivion	160
Total views of all 11 risk posters	2,896

# LATEST RELEASES



## Journal articles

Allen PM & Varga L (2014) **Modelling sustainable energy futures for the UK**, *Futures*, vol. 57, pp. 28-40.

Andresen M, Bergdolt F, Margenfeld J & Dickmann M (2014) **Addressing international mobility confusion - developing definitions and differentiations for self-initiated and assigned expatriates as well as migrants**, *International Journal of Human Resource Management* (in press).

Daniel EM, Ward JM & Franken A (2014) **A dynamic capabilities perspective of IS project portfolio management**, *Journal of Strategic Information Systems*, vol. 23, no. 2, pp. 95-111.

Dutton C, Turner N & Lee-Kelley L (2014) **Learning in a programme context: an exploratory investigation of drivers and constraints**, *International Journal of Project Management*, vol. 32, no. 5, pp. 747-758.

Gonzalez de Durana JM, Barambones O, Kremers E & Varga L (2014) **Agent based modeling of energy networks**, *Energy Conversion and Management*, vol. 82, pp. 308-319.

Kutsch E, Browning T & Hall M (2014) **Bridging the risk gap: the failure of risk management in innovative IS projects**, *Research Technology Management*, vol. 57, no. 2, pp. 26-32.

Lee-Kelley L, Turner N & Ward J (2014) **Managers@Work: intentionally creating a community of practice to connect dispersed technical professionals**, *Research Technology Management*, vol. 57, no. 2, pp. 44-52.

Manika D, Papagiannidis S & Bourlakis M (2014) **Can a CEO's YouTube apology following a service failure win customers' hearts?**, *Technological Forecasting and Social Change* (in press).

Mauelshagen C, Smith M, Schiller F, Denyer D, Rocks S & Pollard S (2014) **Effective risk governance for environmental policy making: a knowledge management perspective**, *Environmental Science & Policy*, vol. 41, pp. 23-32.

Nnadi M & Rosser M (2014) **The 'individualised accounting questions' technique: using Excel to generate quantitative exercises for large classes with unique individual answers**, *Accounting Education: An International Journal* (in press).

Pellegrinelli S, Murray-Webster R & Turner N (2014) **Facilitating structural ambidexterity through the complementary use of programs and projects**, *International Journal of Project Management* (in press).

Persson A & Ryals L (2014) **Making customer relationship decisions: analytics v rules of thumb**, *Journal of Business Research*, vol. 67, no. 8, pp. 1725-1732.

## Conference papers

De Villa AM, Rajwani T, Lawton T & Mellahi K (2014) A taxonomy of adaptive political strategies: managing host political contexts in emerging economies. In: *Academy of International Business Annual Conference, Vancouver, BC*, 23.6.2014 - 26.6.2014.

Gascoigne C & Kelliher C (2014) Why can't professionals work part-time? In: *Work and Family Researchers Network Conference 2014*, New York, 19.6.2014 - 21.6.2014.

Geng R, Mansouri A & Aktas E (2014) A systematic literature review of greening the supply chain in Asian emerging economies. In: *Doctoral Student Conference on Sustainable Operations. Logistics and Supply Chain Management*, Sheffield, 5.6.2014 - 5.6.2014.

Hall M, Kutsch E & Eastment R (2014) Sense making: risk and opportunity. In: *EURAM 2014: 14th European Academy of Management Annual Conference*, Valencia, 4.6.2014 - 7.6.2014.

Hall M, Kutsch E & Hussels S (2014) Making sense of uncertainty in start-up companies: the resilience funnel. In: *EURAM 2014: 14th European Academy of Management Annual Conference*, Valencia, 4.6.2014 - 7.6.2014.

Hussels S, Koryak O & Reinmoeller P (2014) Repertory grid-based analysis of entrepreneurs' resilience. In: *EURAM 2014: 14th European Academy of Management Annual Conference*, Valencia, 4.6.2014 - 7.6.2014.

Maklan S & Antonetti P (2014) Moral outrage at unethical corporate behaviour. In: *EMAC 43rd Annual Conference*, Valencia, 3.6.2014 - 6.6.2014.

Maklan S, Peppard J & Klaus P (2014) Assessing the benefits of technology led change: can Marketing learn from IS scholarship. In: *AMA Servisg 2014*, Thessaloniki, 13.6.2014 - 15.6.2014.

Marynissen H, Ladkin D, Denyer D & Pilbeam C (2014) A constitutive view on risk communication in organisations managing high-risk processes: towards a conceptual framework. In: *23rd SRA-E Conference*, Istanbul, 16.6.2014 - 18.6.2014.

Reinmoeller P & Ansari S (2014) Constructing usefulness for a stigmatised practice. A study of competitive intelligence. In: *EURAM 2014: 14th European Academy of Management Annual Conference*, Valencia, 4.6.2014 - 7.6.2014.

Taunson J & Poshakwale S (2014) Tick size reduction, liquidity and pricing efficiency of index futures: evidence from emerging Malaysian market. In: *2014 Global Finance Conference*, Dubai, 31.3.2014 - 1.4.2014.

Thorgeirsdottir T & Kelliher C (2014) Rethinking groupwork in a digital world. Impact of flexible work arrangements on intra-workgroup relations: a systematic review. In: *30th EGOS colloquium*, Rotterdam, 3.7.2014 - 5.7.2014.

Turner N & Lee-Kelley L (2014) Formally constituting a non-situated community-of-practice: systemic components for participation. In: *EURAM 2014: 14th European Academy of Management Annual Conference*, Valencia, 4.6.2014 - 7.6.2014.

Turner N, Swart J, Maylor H & Antonacopoulou E (2014) Ambidexterity-in-practice: a multi-case investigation of managerial action at the level of the project. In: *SMS Special Conference, Copenhagen - Micro-Foundations for Strategic Management Research: Embracing Individuals*, Copenhagen, 13.6.2014 - 15.6.2014.

White G, Fainshmidt S, Rajwani T & Galang R (2014) Political network intensity fit and strategic performance: evidence from wholly owned foreign subsidiaries in a volatile environment. In: *Academy of International Business Annual Conference*, Vancouver, BC, 23.6.2014 - 26.6.2014.

White G, Rajwani T & Hemphill T (2014) Political Ties and Regulator Vulnerabilities to Political Pressure: The Moderating Effects of Regulatory and Political Distance. In: *Academy of International Business Annual Conference*, Vancouver, BC, 23.6.2014 - 26.6.2014.

## Books

Baines P, Fill C (2014) *Marketing*, 3rd edition, Oxford University Press  
Lemmens R, Donaldson B & Marcos J (2014) *From Selling to Co-Creating*  
Amsterdam: BIS Publishers.

## Book chapter

Dennis C, King T, Mitchell R, Ells H, Dutton C & Pielichaty H (2014) Shopping at the London Games. In: *Handbook of the London 2012 Olympic and Paralympic Games*. Volume 2: Celebrating the Games, London: Routledge, p. 123-140.  
Kelliher C, Hope Hailey V & Farndale E (2014) Employee engagement in multinational organizations. In: *Employee Engagement in Theory and Practice*. Truss C, Delbridge R, Alfes K, Shantz A, Soane E (ed.), London: Routledge, p. 180-194.

## Reports

Franco-Santos M, Rivera P & Bourne M (2014) Performance management in UK Higher Education Institutions: The need for a hybrid approach.

Goffin K, Hopkins P, Szwejczewski M & Kutsch E (2014) Roads to Resilience: Building Dynamic Approaches to Risk.

*The publications above are based on outputs in the Cranfield Research Information System (CRIS) @ 16/06/14.*

# FUNDED RESEARCH PROJECTS

### SCALE Step Change in Agri-food Logistics Ecosystems

Funding body: Interreg NWE  
Principal Investigator: Denyse Julien  
Co-Investigator: Carlos Mena  
Researcher: Vahid Mirzabeiki  
Project partners: DHL, EFP, Wageningen, Artois  
Dates: May 2012 - May 2015  
Do you work in the food industry? If so, the research team working on the project Step Change in Agri-Foods Logistics Ecosystems (SCALE) would appreciate it if you could complete the following 15 minute survey on "the effects of collaborative relationships on sustainability performance of food supply chains"  
<http://bit.ly/scalesurvey>

### Networks of influence – practising safety leadership in low hazard environments

Funding body: The Institution of Occupational Safety and Health (IOSH)  
Principal Investigator: Colin Pilbeam  
Co-Investigators: David Denyer, Noeleen Doherty  
Researcher: Ross Davidson  
Dates: 1 Feb 2013 - 31 Jan 2015

### ICIF (International Centre for Infrastructure Futures)

Funding body: EPSRC  
Principal Investigator: Brian Collins (UCL)  
Co-Investigators: Liz Varga (CSOM), Paul Jeffrey (CSAS), Simon Jude (CSAS), Simon Pollard (CSAS) and many others, see embedded web link above.  
Dates: From Jul 2013

### EU-InnovatE (Sustainable Lifestyles 2.0)

Funding body: European Commission FP7  
Principal Investigator: Frank-Martin Belz (Technical University Munich)  
Co-Investigators: Hugh Wilson, Liz Varga, Emma Macdonald, Palie Smart  
Dates: From Jan 2014

### Land of the MUSCoS (Multi-Utility Service Companies)

Funding body: EPSRC  
Principal Investigator: Julia Steinberger (Leeds University)  
Co-Investigators: Liz Varga, Phil Purnell (Leeds), Phil Blythe (Newcastle), David Butler (Exeter), Rajat Gupta (Oxford Brookes), Gareth Harrison (Edinburgh)  
Dates: From Jan 2012

### CO3 – Collaboration Concepts for Co-modality

Funding body: European Commission 7FP  
Principal Investigator: Silvia Rossi Tafuri  
Dates: Sep 2011 - Sep 2014

### Key Determinants of Remuneration Consultants' Advice: A Close Look at the Evidence

Funding body: Centre for Business Research, of the Institute of Chartered Accountants in England & Wales  
Principal Investigator: Ruth Bender  
Co-Investigator: Monica Franco-Santos  
Dates: Has commenced

### Women in European Business Schools

Funding body: EFMD  
Principal Investigators: Deirdre Anderson & Noeleen Doherty  
Dates: Feb 2014 - Feb 2015

### LINE-TRACK: technology to improve overall yield during the manufacturing process

Funding body: EPSRC/TSB  
Principal Investigator: Benny Tjahjono  
Project partners: Accolade Wines, LineView Solutions  
Dates: 1 Jul 2013 - 30 Jun 2016

### NETEP - European-Brazilian Network on Energy Planning

Funding body: EU  
Principal Investigator: Benny Tjahjono  
Project partners: Universidade do Minho, Universitat Autònoma de Barcelona, Fundação Coordenação de Projetos Pesquisas e Estudos Tecnológicos  
Dates: 2 Jan 2014 - 1 Jan 2017

### EU Project: Gender Equality in Decision Making

Funding body: EU  
Principal Investigator: Susan Vinnicombe  
Researcher: Caroline Turner  
Project partners: University of Limerick, the Irish Business and Employers' Confederation, Dell Inc  
Dates: Oct 2014 - 2015

*To include your funded research project in this list, please contact [rebecca.piper@cranfield.ac.uk](mailto:rebecca.piper@cranfield.ac.uk)*

# FACULTY SPOTLIGHT

## DR BENNY TJAHJONO

Senior Lecturer

**What interesting research are you working on at the moment?**

I am currently the Principal Investigator of two research projects funded by TSB/EPSRC and EU FP7. The first project investigates the manufacturing process optimisation for food and beverage sectors and the second one looks into the issues of sustainable energy planning, particularly the supply chain strategies. I am also working with Mercedes F1 and Coca Cola on a number of productivity improvement projects.

**What journals are you targeting?**

*Journal of Operations Management, Supply Chain Management, International Journal of Operations and Production Management, International Journal of Production Research.*

**What are your doctoral students working on?**

Currently I have 5 PhD students. They are working on production levelling methodology; Product Service Systems (PSS) purchasing; manufacturing process optimisation; 'Productisation' strategy for MRO businesses; and Circular Economy-based Reverse Logistics design principles.

**What companies are you working with?**

Mercedes F1, Coca Cola, Accolade Wines, IAC Group as well as local Small and Medium Enterprises.



## DR ANDREW ANGUS

Senior Lecturer

**What interesting research are you working on at the moment?**

UK shale gas market dynamics; European electricity pricing; the economics of renewable energy technology; better environmental regulation; commodity price cycles.

**What journals are you targeting?**

*Energy Economics; Ecological Economics; Journal of Environmental Economics and Management; Environmental Science and Technology.*

**What are your doctoral students working on?**

Better regulation and the red tape challenge; business environmental sustainability and resilience; sovereign wealth funds.

**What companies are you working with?**

The UK Department for Environment, Food and Rural Affairs; The Environment Agency.



# RESEARCHER DEVELOPMENT PROGRAMME

By Dr Noeleen Doherty & Prof Marek Szwejczewski

In line with Vice Chancellor's 415i vision for the University, where research is central to Cranfield's strategy, Researcher Representatives Dr Noeleen Doherty and Professor Marek Szwejczewski have developed a seminar series to provide a space to share information and develop the SOM research community.

The seminar series kicked off in January – with Professor Joe Nellis and Professor David Denyer delivering a session on SOM strategy and research. On the 5th June, Professor David Denyer followed up with a session on Developing Research Capability. Having explored our existing capabilities, we examined those potential gaps in knowledge to be filled and were able to identify specific areas where the University can focus its support efforts for researcher development.

The next session in this series is at lunchtime on Tuesday 30th September and will be run by Professor Keith Goffin. Keith will share some of his own relevant research during this session on Researcher Career Development.

This will be followed by a lunchtime session on Monday 17th November - Support for Researcher Development with Tracy Bailey.





# SPECIAL ISSUE OPPORTUNITIES

Forthcoming journal special issue calls:

- **Accounting, Auditing & Accountability Journal:** Ecological Accounts (31 Dec 2014)
- **Human Resource Management:** Open call for papers on "Research Methods in HRM"
- **Industrial Marketing Management:** The Dark Side of Business Relationships: Antecedents and Consequences (15 Dec 2014); Servitization and Advanced Business Services as Levers for Competitiveness (5 Jan 2015)
- **International Journal of Management Reviews:** New Developments in Translation Research (31 Dec 2014)
- **International Journal of Physical Distribution & Logistics Management:** Retail Logistics (31 Dec 2014); Supply Chain Governance (31 Mar 2015)
- **International Marketing Review:** Brand Management and Consumer Experience: An Emerging Market Perspective (31 Jul 2014)
- **International Review of Financial Analysis:** Gold (1 Sep 2014)
- **Journal of Banking and Finance:** Recent Developments in Financial Econometrics and Applications (30 Aug 2014)
- **Journal of Business Ethics:** Ideologies in Markets, Organizations and Business Ethics (31 Dec 2014); Neuroscience of Business Ethics (1 Oct 2014); Industry Specific Corporate Responsibility (31 Jul 2014); Moral Emotions and Ethics in Organizations (1 Mar 2015)
- **Journal of International Business Studies:** International Business Responses to Institutional Voids (20 Oct 2014); Widening the Lens: Rethinking Distance, Diversity, and Foreignness in International Business Research Through Positive Organizational Scholarship (17 Nov 2014)
- **Journal of Management Studies:** Boundary Spanning in Global Organizations (1 Dec 2014); Sustainability, Ethics and Entrepreneurship (15 Jan 2015); Managing Complexity Within and Across Organizational Boundaries (31 Jan 2015); Public-Private Collaboration, Hybrid Organizational Design and Social Value (31 May 2015)
- **Journal of Marketing Management:** Theorising Gender and Gendering Theory in Marketing and Consumer Research (1 Oct 2014); Consumer Vulnerability (1 Feb 2015); Advancing theory and research in strategic social marketing (30 Jun 2015)
- **Journal of Product Innovation Management:** Organizing for Breakthrough Innovation: Taking Inspiration from the Organization of Science (31 May 2015)
- **Journal of Retailing:** The Past, Present, and Future of Marketing Channels (11 Aug 2014)
- **Journal of Supply Chain Management:** Theory Building Surrounding Sustainable Supply Chain Management (15 Jan 2015)
- **Long Range Planning: Open Strategy:** Transparency and Inclusion in Strategy Processes (31 Oct 2014); Innovation and Sustainability (1 Dec 2014); Strategic Management of Dynamic Growth (31 Dec 2014)
- **Organization Studies:** invites proposals for special issues (30 Sep 2014)
- **Organizational Behavior and Human Decision Processes:** Leveraging Phenomenon-Based Research in China for Theory Advancement (31 Dec 2014)
- **Strategic Management Journal:** Interplay of Competition and Cooperation (1 Jul 2015); Reviews of Strategic Management Research, 30 Apr 2014 (outline) & 15 Jan 2015 (full); Replication in Strategic Management (1 Oct 2014); New Theory in Strategic Management (1 Nov 2014)
- **Supply Chain Management:** Managing Reverse Exchanges in Service Supply Chains (15 Oct 2014)

## CALL FOR POSTERS ON MINDFULNESS

By Dr Jutta Tobias

Mindfulness is an increasingly hot topic in the news. We are interested in contributions to a multi-dimensional poster exhibition on Mindfulness for the Knowledge Interchange in September, and need Cranfield faculty and doctoral researchers' input: What current research and/or teaching work related to Mindfulness are you engaged in? Diverse perspectives on this topic are welcome; ranging from individual-level Mindfulness to organisational or systemic perspectives, as well as using different Mindfulness lenses and schools of thought. Posters should be capable of being replicated at both A1 and A4 sizes whilst remaining legible. Templates can be accessed via <http://bit.ly/AcademicPosters>. For further information, assistance or to submit your poster file, please contact Rebecca Piper. **The deadline is 9 Sep 2014.** Related link: [Mindfulness At Work Conference 2014](#).



## INSIGHTS FROM RESEARCH CLUBS

**Agile Supply Chain Research Club** - By Dr Heather Skipworth

Our mid-June event showcased the findings of a 3 year European Project – Collaborative Concepts of Co-modality (CO3) <http://www.co3-project.eu> for which Cranfield University was one of the two academic partners. CO3 aims to initiate a step improvement in European transport efficiencies by providing frameworks for horizontal collaboration between European shippers (retailers, manufacturers and logistics providers) in the same echelon and who are frequently competitors. Procter & Gamble UK presented their end-to-end collaborative supply chain approach, which is proving highly effective with major retailers such as Asda and Tesco. The club continues its research on supply partnerships and has recently begun cross sector research on the risks and benefits of re-shoring of manufacturing to the UK and other developed nations. **More at** <http://bit.ly/1kThmrw>

**Business Performance Roundtable** - By Prof Mike Bourne

At our latest Business Performance Roundtable, on the 8th April, we looked at the management of risk using some best practice case studies, performance management in policing and different performance measurement and management audit techniques. **More at** <http://bit.ly/CL-0214a>

**Cranfield Customer Management Forum** - By Dr Emma Macdonald

At the May 2014 CCMF meeting we were pleased to be joined by guest-host Rod Street, author of The Multichannel Challenge. Rod led the first part of the day where he helped our members to explore how they can work with digital customers. Participants were encouraged to envision what digital and virtual might look like in the not too distant future and then discuss the challenges for their business. **More at** <http://bit.ly/1fPOEf1>

**Government Affairs Research Club** - By Prof Paul Baines & Dr Tazeeb Rajwani

This is a joint research initiative between academics based at the Open University and Cranfield University. Our mission at GARC is to be thought leaders and a centre of excellence for cutting edge business-government affairs and advocacy management research. GARC is organising an inaugural event in Autumn 2014 in the Attlee Suite of Portcullis House, Palace of Westminster. Attendees will be CEOs, Directors or Vice Presidents of corporate affairs, government and industry affairs from a select group of companies, as well as several academic experts. This unique event will provide senior executives with an opportunity to discuss their business challenges in a confidential environment, network with each other, and listen to a number of keynote presentations. **More at** <http://bit.ly/RC-0214c>

**Global Manufacturing Roundtable** - By Prof Marek Szwajkowski

In June we ran a seminar for the members' management teams looking at the 'Leadership Challenges' faced by manufacturing managers today. The one day session explored the type of leadership that is required by modern manufacturing businesses and how the individuals and teams can develop and refine the relevant traits and characteristics that are required. **More at** <http://bit.ly/1cUtEQE>

**Key Account Management Best Practice Club** - By Dr Javier Marcos-Cuevas & Mark Davies

Our Q2 May event, 'Value-Based KAM Planning Process and Digital Marketing in KAM' was a great success. The informative/ advisory morning session was delivered by Dr Sue Holt and Dr Javier Marcos, along with Visiting Fellows Ralph Baillie and Mark Davies. Experts from the consultancy Cyance delivered the Digital Marketing in KAM session. The KAM Club joined forces with The Agile Supply Chain Club for a pre-club dinner event with fascinating debate around sales forecasting and supply chain delivery. Professor Lynette Ryals handed over the directorship of the club to Dr Javier Marcos after 11 years, and leaves it in great shape to take on an exciting new role in the University as Pro-Vice-Chancellor, Education. Javier brings to the club his substantial insight and expertise with regards to academic-industry collaboration in the implementation of KAM programmes. Our 11th September meeting is on 'Developing Key Account Management Talent'. This will be preceded by a SPECIAL PRE-KAM CLUB EVENT on Wednesday 10th September with a panel of experts discussing 'The Future of Sales and KAM Professionals' at 4pm. **More at** <http://bit.ly/1eSaoPk>

**Public Sector Performance Roundtable** - By Prof Mike Bourne

At the roundtable meeting on 10th June, Jeff Boateng made a presentation on how they were trying to implement outcome based commissioning for Coastal West Sussex Clinical Commissioning Group. As Head of Performance he has been helping the group wrestle with the need to commission much more joined up services for muscular and skeletal care. **More at** <http://bit.ly/CL-0214b>

## OPEN ACCESS PUBLISHING - A REQUIREMENT FOR REF

By John Harrington & Andrew Kirchner

Open Access is unrestricted, online access to the published findings of research. By making your research openly accessible you are opening it up to a wider non-scholarly audience, such as practitioners, policymakers and others who work in industry, government and NGOs who often do not have access to traditional subscription journals. HEFCE's position is that research arising from their funding should be freely accessible. The funding criteria in RCUK's Open Access policy stipulate that anyone who has received a Research Council grant or studentship, or who works in an EPSRC-funded research centre should publish their research via Open Access. For further information and guidance on how to achieve this requirement, see the following intranet file (login required): <http://bit.ly/OA-0214>

# AS SEEN ON YAMMER



## Ruth Bender To Research

Want to ask a question at a conference?

<http://bit.ly/1rGqmqa>

**Emily Reed To Research** Dr Monica Franco-Santos' paper that she co-authored 'The reconciliation of agency and stewardship theories: why neither theory alone can satisfy the expectations of internal stakeholders' has been accepted for the Strategic Management Society (SMS) Conference in Madrid this September.

## Emily Reed To Research Academic Tweeting guide....

How can Twitter, which limits users to 140 characters per tweet, have any relevance to universities and academia, where journal articles are 3,000 to 8,000 words long, and where books contain 80,000 words? Can anything of academic value ever be said in just 140 characters?

We have put together a short guide answering these questions, showing new users how to get started on Twitter and hone their tweeting style, as well as offering advice to more experienced users on how to use Twitter for research projects, alongside blogging, and for use in teaching. See the guide here <http://bit.ly/1kvq0el>

## Stan Maklan To All Company

Big Data Interest Group - launch

This invite seeks to attract interest from faculty across Cranfield University.

Recent conversations with colleagues suggest that many of us are interested in, and working on, projects that have strong elements of "big data". I am of the strong opinion that "big data", however we ultimately define it, will have a major impact on almost all areas with which Cranfield engages. As a member of SoM's Marketing Faculty, I already see profound changes to marketing practice – perhaps even more profound than those associated with the advent of the public internet. I am very interested to learn what we are doing across the University and building collaborations that can lead to fresh interdisciplinary publications, bids for funding and improved teaching. An interest group might accelerate our personal development and University's capabilities in the area.

It is hard to know where to start, so if you allow me... let me suggest that we identify ourselves as interested in the area. Structure some discussions on Yammer, set a physical meeting to build some relationships and then take it from there.

I welcome any expression of interest.

## POSTGRADUATE RESEARCH EXPERIENCE SURVEY (PRES)

By Dr Palie Smart and Fran Radcliffe

The Postgraduate Research Experience Survey (PRES) is part of a pan-university strategic initiative to create a premier student experience. We are keen to capture the diversity of student experience at Cranfield to better inform future services for our professional learners. PRES is a robustly tested instrument that has been designed in conjunction with the higher education sector. The next sector-wide survey will take place in spring 2015 and Cranfield is seeking the highest participation levels ever! Keep an eye on the following intranet page for further developments (login required).

<http://bit.ly/PRES15>



## RESEARCH SUPPORT EVENT

By John Harrington

The Library and Information Service hosted a lunchtime event on Thursday 15th May which was intended to highlight a selection of the latest issues surrounding academic research, and to promote some of the support which is available across the University. Presentations included: *Sharing your research in a digital age*; *Complying with RCUK policy on Open Access publishing*; *Finding funding for transformational research*; *Business skills for researchers and academics at Cranfield University*. The presentations were filmed so that anyone who was unable to attend on the day can access these from the intranet (login required): [http://bit.ly/RSE\\_0214](http://bit.ly/RSE_0214)



By Mary Betts-Gray, Business Information Specialist

### This month we're looking at measuring impact.

**Altmetrics** – Do you use social media – Twitter, Blogs, LinkedIn – to promote your research and if so, how can you measure their effectiveness? Altmetrics looks at article-level metrics and takes into account the social web so might just help. To find out more why not read our article at [http://bit.ly/MIRC\\_0214a](http://bit.ly/MIRC_0214a) (intranet login required)?

Would you like to find out more about the influential individuals, institutions, papers, publications, and countries in your field of study – as well as emerging research areas that could impact your work? Until September we have a trial to **Essential Science Indicators (ESI)**. For further information and to access the trial visit [http://bit.ly/MIRC\\_0214b](http://bit.ly/MIRC_0214b). All feedback welcome.

MIRC ALERT

## LUNCHTIME SEMINARS

By Andrew Kirchner



In May we had Professor Laurie Cohen from the University of Nottingham giving a popular session on 'Imagining women's careers'.

In June there were two seminars: Professor Gerardo Patriotta from the University of Nottingham on 'Organizing news: The temporal and semantic elements of routinizing the unexpected'.

Professor Werner De Bondt from DePaul University, Chicago on 'How essential are extreme returns to the investment success of small-cap value portfolios? Evidence from the United States 1926-2012'.

Our next seminar:

**Thursday 24 July 2014, 13:00-14:00, Lecture Room 1**

Multi-item vs. Single-item Scales for Construct Measurement. Predictive Validity Assessment and a Comparative Evaluation of Single-item Selection Mechanisms Professor Marko Sarstedt, Otto von Guericke University Magdeburg

Speaker nominations for autumn/winter 2014-15 are very welcome.

Please forward suggestions to [andrew.kirchner@cranfield.ac.uk](mailto:andrew.kirchner@cranfield.ac.uk)

## DOCTORAL COLLOQUIA

By Dr Colin Pilbeam

There were four speakers at the colloquium on 16th May and two on 7th July. Each gave interesting, stimulating and informative presentations. They can be heard by following the links below.



### Hendro Tiaturpriono

(Supervisor Prof Keith Goffin)  
"New product development portfolio management."  
[http://bit.ly/DC\\_0214a](http://bit.ly/DC_0214a)

### Claus Springborg

(Supervisor Prof Donna Ladkin)  
"The poetics of the unsolvable."  
[http://bit.ly/DC\\_0214b](http://bit.ly/DC_0214b)

### Claire Hunter

(Supervisor Dr Emma Parry)  
"The underlying mechanisms by which engineers decide whether to change careers or not."  
[http://bit.ly/DC\\_0214c](http://bit.ly/DC_0214c)

### Deborah Simpson

(Supervisor Prof Richard Wilding)  
"Power in inter-organization relationships: a unified conceptual platform."  
[http://bit.ly/DC\\_0214d](http://bit.ly/DC_0214d)

### Yiarayong Klangboonkrong aka Te

(Supervisor Prof Mark Jenkins)  
"Academic founders of university spinouts: reconciling Mode 1 and Mode 2 logics of knowledge production through nested referents of legitimacy."  
<http://bit.ly/DC-0214e>

### Muhammad Akram

(Supervisor tbc)  
"Risk management and new product development performance."  
<http://bit.ly/DC-0214f>

Our next Doctoral Colloquia will be held on 25th Sep – volunteer presenters welcome.

Guide to finding relevant research: <http://bit.ly/MIRCLinks>



## LATEST DOCTORAL COMPLETIONS

**Explaining consumers' music preferences in a multi-channel framework: the case of music piracy**  
Athina Dilmperi  
PhD Thesis



**Exploring the role of the CEO in innovation in life science R&D firms**  
Jan Rosier  
PhD Thesis



**Appointment process of first time NEDS to FTSE 100**  
Mary Gaughan,  
PhD Thesis



**An exploratory study of CEO practices in an emerging economy**  
Omobola Johnson  
DBA Thesis



**Developing adaptive political capabilities for high political uncertainty contexts: a study of strategic responses in the international operations of food firms in Latin America**  
Maria De Villa  
PhD Thesis



## MEET SOME 2013 DBAs

**How procurement talent management can influence organizational performance.**  
Mohamed Aljunaibi

**Creating a methodological decision-making framework for National Regulating Authorities to implement the most effective types of infrastructure sharing in a wireline and wireless telecommunication.**  
Yerlan (e-rlan) Durmagambetov

**Professionalization of family business in Egypt.**  
Ahmed El Gallad

**What are the human factors that provide successful project delivery and how do they vary cross culturally and across non-profit and commercial organizations?**  
Ian Hedges

**Social innovation in the electronics industry**  
John Herniman

**Eliciting hidden/non rational needs – applications to customer/ consumer segmentation.**  
Sid Simmons

**How can Key Performance Indicators (KPIs) and the Balanced Scorecard (BSC) ensure and sustain good organisational performance in commercialised public enterprises in emerging economies like Nigeria?**  
Olumakinde Akinola (Akin) Soname

# DOCTORAL ACTIVITIES

## Imran Zawwar, PhD researcher leads team to a win!

It was exciting for me to lead the team from my University to a win in one of the biggest UK national challenges. My role was that of a coach and a mentor. Having been involved in start-up weekends at Babson College USA, currently serving with a Centre for Entrepreneurship in Saudi Arabia and also being a researcher at the Bettany Centre for Entrepreneurship at Cranfield, I was fully equipped to develop my team and to guide them through different phases of the National Apprentice Challenge. I will be failing in my duties if I do not acknowledge the saying from former football coach Paul Bryan, who said: "No coach has ever won a game by what he knows; it's what his players know that counts." Ultimately, it was the sheer hard work and dedication of my team that made us stand out in the crowd.

More on this story here: <http://bit.ly/DA-0214a>

See Imran's research intro video here: <http://bit.ly/DA-0214b>



## Stefan Hemel & Rosina Watson present Circular Economy posters

On 26th June, full-time PhD researchers Stefan Hemel and Rosina Watson presented posters about their research at Cranfield's Prestige Lecture event with Dame Ellen MacArthur DBE. The event was entitled 'The Circular Economy: Rethinking the way we do business' and PhD programme director, Dr Palie Smart supported.

**Stefan:** "I presented my research at the Ellen MacArthur Circular Economy event on the impact of distinct organizational logics in search for sustainability-led innovations. I argued that a paradox perspective is needed to identify strategies for reconciliation of paradoxical tensions that support companies resolve social, environmental and economic trade-offs. These reconciliation strategies have the potential for a faster delivery of innovations for sustainability. Presenting this research has been a great experience and I hope its impact will further support future circular economy endeavours."

**Searching for sustainability-led innovation: Reconciling unintended consequences:** <http://slidesha.re/TM6t2o>

**Rosina:** "I was somewhat star-struck by meeting Ellen MacArthur who was my inspiration for pursuing a PhD, and her speech was absolutely inspiring. I was encouraged that my research, looking at the role of marketing in sustainability-led innovation, attracted considerable interest from visitors who agreed that this was an area where research is needed from a theoretical and practical point of view. I also benefited from meeting people who might be able to support my research going forward - from business, academia and the Ellen MacArthur Foundation."

**Rosina Watson - The role of marketing in sustainability-led innovation:**  
<http://slidesha.re/1iQZOQC>



**Shelly Chapman (PhD) contributed to the 'behind-the-scenes' programme research for Channel 4's 'Dispatches', having been interviewed about how the food and drink industry use advergames to promote junk food targeted at young children.** <http://bit.ly/DA-0214c>

*Can you help us make our next Doctoral Open Day a success?*  
17th Nov 2014:

[www.cranfield.ac.uk/som/doctoralopendays](http://www.cranfield.ac.uk/som/doctoralopendays)

## #CranfieldDBA Webinars

*A series of enlightening webinars chaired by Dr Emma Parry, Director, International Executive Doctorate (DBA) and Reader in Human Resource Management*

**NEXT WEBINAR: Tuesday 7th October, 14:00-15:00 GMT**

**A transformation - my DBA story: Dr Peter Saxton**

Dr Emma Parry, Director, International Executive Doctorate (DBA) and Reader in Human Resource Management welcomes a valuable contribution to this DBA webinar series by Dr Peter Saxton, DBA Alumnus (1999 cohort) & Owner-Director at Capstick Saxton Associates Ltd.

Having completed his DBA in 2003, Peter was one of the very first to undertake the programme at Cranfield, back in 1999, with a thesis entitled 'The impact of consensus on performance in monopolistic supply situations in the air transport industry', supervised by Dr David Partington, Prof Cliff Bowman and Prof Mark Jenkins.

Peter will talk us through his research and DBA experience, explaining how it has contributed to his career so far. Professor Mark Jenkins will contribute from a faculty support perspective.

**Register:** <http://www.bit.ly/DBAweb1014>

### RECENT WEBINARS

**A transformation - my DBA story: Dr Ruth Murray-Webster**

"It was really timely to take part in the webinar the day before my graduation! It reminded me, once again, of the things I learned on the DBA journey that I now take for granted. It also reminded me to continue to share my work, not just with my clients, but with my professional social media contacts as well as through academic writing for conferences and publication. I would highly recommend Cranfield's DBA to professionals who are doing well, but want to learn more. And if you're involved in planned change yourself, remember that no linear and logical process can get you to where you want to get - it's messy, takes courage, resilience and people 'thinking together' through dialogue." - Dr Ruth Murray-Webster. Access the webcast: <http://bit.ly/DBAWeb-0214a>

**A transformation - my DBA story: Dr Michael McGrath & Dr Nneka Abulokwe**

"From the moment I saw the set-up in the studio, I knew I was in good hands. The event was professionally run, and I really enjoyed doing it. The best part is the interaction with the other participants on-line." - Dr Michael McGrath. Access the webcast: <http://bit.ly/DBAWeb-0214b>





# ALUMNI UPDATES

## DBA Alumnus: Dr Paul Davis

(Graduated 2006)

Vice President, Product Engineering Services, Hitachi Consulting

Paul writes: "To think that I graduated from Cranfield, with my DBA, 8 years ago seems incredible. On the one hand it seems like a life time ago, and on the other hand it seems like yesterday. Like previous contributors, I miss my time at Cranfield - even though it was very hard work - and maybe I will return to study one day. Shortly after graduating from Cranfield I left BT, after a twenty seven year career, to join a VC funded start up as CTO. Some might say that I only stayed with BT so long because they were funding my studies. When the startup ran out of my money I left to become a consultant, later joining Lloyds Banking Group. After being head-hunted I now work for **Hitachi Consulting** where, as a VP, I am the EMEA practice lead for Product Engineering Services with a number of European clients and development teams in India and China. Working across cultures and time zones, the key learning from my doctorate holds as true today as it did then; "applying the process of dialogue helps achieve alignment of understanding and expectation". Greetings from India, Paul."



## PhD Alumnus: Dr Andreas Birnik

(Graduated 2008)

Founder, CreoPop, Founder, CarbonStory

Andreas is founder of **CreoPop**, the world's first 3D pen with cool ink. CreoPop is currently being crowdfunded on Indiegogo ([igg.me/at/CreoPop](http://igg.me/at/CreoPop)). CreoPop uses light-sensitive photopolymers that are solidified using UV light. The inks have different properties modified by nano-additives including glow-in-the-dark, temperature sensitive, magnetic, elastic, glittering and aromatic inks.

Andreas is also founder of **CarbonStory**, a crowdfunding platform for climate change mitigation projects all around the world. CarbonStory's **World Under Water** campaign, in collaboration with the United Nations, reached over 200 million people during May.

In addition to working on startups, Andreas has published 10 articles in peer-reviewed academic journals and taught for 6 years at the National University of Singapore. He lives in Singapore with his wife Anna-Karin and daughter Miriam.



## Business and Management International Conferences

3-5 Jul	European Group for Organizational Studies (EGOS) 30th colloquium	Rotterdam, The Netherlands
7-8 Jul	19th International Symposium on Logistics	Ho Chi Minh City, Vietnam
7-10 Jul	Academy of Marketing conference	Bournemouth, UK
27-31 Jul	PICMET 2014 conference	Kanazawa, Japan
1-5 Aug	Academy of Management (AoM) 74th annual meeting	Philadelphia, PA, USA
4-5 Aug	Fourteenth International Conference on Knowledge, Culture, and Change in Organizations	Oxford, UK
27-30 Aug	European Finance Association 2014 annual meeting	Lugano, Switzerland
29-31 Aug	European Association for Research in Industrial Economics (EARIE) annual conference	Milan, Italy
3-5 Sep	Logistics Research Network annual conference	Huddersfield, UK
7-9 Sep	15th international CInet conference	Budapest, Hungary
9-11 Sep	British Academy of Management (BAM) annual conference	Belfast, UK
18-19 Sep	HICL 2014 Hamburg International Conference of Logistics	Hamburg, Germany
20-23 Sep	Strategic Management Society (SMS) 34th annual international conference	Madrid, Spain
22-26 Sep	ECCS 14: European Conference on Complex Systems	Lucca, Italy
9-12 Nov	INFORMS annual meeting	San Francisco, CA, USA
13-14 Nov	10th European Conference on Management Leadership and Governance	Zagreb, Croatia
1-3 Dec	ANZMAC 2014 annual conference	Brisbane, Qld, Australia
3-5 Dec	ANZAM 2014 annual conference	Sydney, NSW, Australia
11-13 Dec	40th European International Business Academy (EIBA) annual conference	Uppsala, Sweden
14-17 Dec	ICIS 2014: International Conference on Information Systems	Auckland, New Zealand

Access all upcoming conferences at <http://bit.ly/ONkTgI>



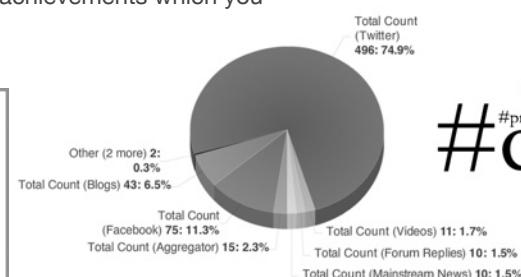
## #CranfieldDBA Reunion 2014

It was lovely to catch up with some of our DBA Alumni on 2nd July - and a huge thank you to all those who contributed to the day's events: alumni, faculty supervisors, current researchers and Research Office and Alumni Office staff. **Dr Alice Maynard** set the scene for the evening BBQ event by delivering an inspirational presentation entitled 'Curiouser & Curiouser: Building a portfolio career from a rabbit hole'. Congratulations to Alice on all of her recent achievements which you can see here: <http://bit.ly/DBAReunion14>

### Fascinating Facts for Cranfield School of Management Research So far in 2014:

Research-led event attendees (1 Jan - 30 Jun)	529
Research-related media mentions (1 Jan - 30 Jun)	193
Views of SoMResearchInsights.com (1 Jan - 30 Jun)	5211
PDF downloads and Issuu reads of <i>Research Insights</i> (7 Apr - 30 Jun)	1554
Number of on topic* social posts (1 Jun - 30 Jun)	1346

\*Public posts which include specific keywords:  
Cranfield+PhD; Cranfield+DBA; #CranfieldDBA; @CranfieldPhD; @SoMResearch; @cranfieldmgmt+research



## TRANSFORMING KNOWLEDGE INTO ACTION

By Paul Hughes & Wendy Shepherd, Cranfield Centre for Customised Executive Development

Financial Times Ranking 2014: Customised Executive Development • 7th in the world • 5th in Europe • 1st in the UK  
[www.cranfield.ac.uk/som/cced](http://www.cranfield.ac.uk/som/cced)

Our research and executive education program offering on mindfulness and its link with performance is gaining momentum. Jutta Tobias and Andrey Pavlov's recent research with MBA and MSc Finance students is examining the effect of mindfulness training on their performance. Jutta has also successfully delivered a rich variety of mindfulness input for multiple CCED clients (including Thomas Cook, Kuehne + Nagel, Vodafone & BNP Paribas). In collaboration with Camilla Jonsson, Wendy Shepherd and Paul Hughes, Jutta has adapted the material and delivery approach to make it relevant for each differing group. Feedback from participants and Executive Directors has been outstanding and the approach is already applied by many. Knowledge Into Action in practice!



## Upcoming Research Events

9 Jul	• Business Performance Roundtable
24 Jul	• Lunchtime Seminar: Multi-item vs. Single-item Scales for Construct Measurement
11 Sep	• Key Account Management Best Practice Club <i>Developing Key Account Management Talent</i>
15-16 Sep	• Public Sector Performance Roundtable <i>(Workshop on 16 Sept)</i>
17 Sep	• Agile Supply Chain Research Club <i>Managing Multi-Channel Supply Chain</i>
18 Sep	• Global Manufacturing Roundtable <i>Competitive and Performance Improvement Trends (Open Day)</i>
	• Cranfield Customer Management Forum <i>Developing Customer Relationships: From IT and processes to structure, metrics and governance</i>
23 Sep	• 2014 Mindfulness At Work Conference <i>Co-hosted by Cranfield School of Management and Mindfulnet.org</i>
Oct/Nov	• Government Affairs Research Club (London) <i>Inaugural meeting</i>
8 Oct	• Business Performance Roundtable
13 Nov	• Key Account Management Best Practice Club <i>Products, Services &amp; Solutions</i>
17 Nov	• Doctoral Research Programmes Open Day <i>Register to find out more about our PhD in Management and our International Executive Doctorate (DBA)</i>
27 Nov	• Cranfield Customer Management Forum <i>Towards a Customer Centric Culture Engaging employees – What works? Governance and leadership The impact on customer experience and market position</i>
10 Dec	• Public Sector Performance Roundtable
	• Agile Supply Chain Research Club <i>Agile Supply Chain Design</i>

Access all upcoming events and links via <http://bit.ly/1ghUbHy>



Social Media: Share of voice and hashtags by frequency of use:

Social analytics data based on public posts which include specific keywords:

Cranfield+PhD; Cranfield+DBA; #CranfieldDBA; @CranfieldPhD; @SoMResearch; @cranfieldmgmt+research  
(28 March - 28 June 2014).



# AS SEEN ON TWITTER



Subscribe to the **Cranfield Colleagues** Twitter List <https://twitter.com/SoMRResearch/lists/cranfield-colleagues>



**Dr Paul Baines @DrPaulBaines · Jul 11**  
Nida, Adina, and I were delighted to win the Academy of Marketing track prize for our paper on market segmentation. Contact me for a copy.



**Project SCALE @projectscale · Jun 11**  
Today we are sharing our first pilot @CranfieldUni agile supply chain group - all about #collaboration



**Dr Emma K. Macdonald @DrEmmaMacdonald · Jul 10**  
Congrats to @cranfielduni PhD student, Emanuel Said. Winner of 'best paper in track' at the UK @Acad\_Marketing Conference! @SoMRResearch



**CranfieldMgtResearch @SoMRResearch · Jun 11**  
Outcome based commissioning for Coastal West Sussex Clinical Commissioning Group @CWSCCG @CranfieldCBP <http://wp.me/p3oVdN-6l> #NHS



**Richard Wilding OBE @SupplyChainProf · Jul 9**  
Urgent: Involved in Consumer Servicing/Repair #Logistics #Supplychain ? Want to collaborate ? – We need your support <http://bit.ly/1oBgp8s>



**Cranfield's CBP @CranfieldCBP · Jun 10**  
#performancemanagement Public Sector Roundtable presentation just started on IT strategy as a performance management tool



**Emma Parry @dremmaparry · Jul 8**  
Please give a big Twitter welcome to @mrsawilkerson - Programme Manager for the #CranfieldDBA :)



**MRS @TweetMRS · Jun 10**  
The @TweetJMRR Collaborative Research Award to Roger Mortimore, Paul Baines, Ian Crawford, Sir Robert Worcester & Andrew Zelin. #MRSawards



**Ruth Bender @Ruth999 · Jul 4**  
Some nice #csr stuff in <http://bit.ly/1owzrwT> @DoughtyDavidG @DoughtyCentre summer newsletter



**CranfieldMgtResearch @SoMRResearch · Jun 10**  
MT @cranfieldmngmt The digital CIO: Making the business case for digital technology with Rob Lambert <http://tiny.cc/mid8gx> @ComputerWeekly



**CranfieldMgtResearch @SoMRResearch · May 20**  
All in this together #CranfieldDBA Research <http://wp.me/p2tQTT-q6>



**Virgin @Virgin · May 17**  
Will Formula E spell the end for Formula 1? Here's four reasons why it just might <http://virg.in/2K5eR>



**Matthew @MCeeP · May 15**  
About to start my talk on "Sharing research in a digital age" at #RSE14 slides available here if anyone wants to look <http://buff.ly/RTGsha>



**Cranfield U Library @KNL\_MIRC · May 15**  
The stands are being set up in CMRL.... social media, #CERES, #Mendeley, #ResearchInfokit, the Careers service #RSE14



**CranfieldMgtResearch @SoMRResearch · May 9**  
Performance Management in UK Higher Education Institutions: The need for a hybrid approach <http://wp.me/p2tQTT-q0> via @SoMRResearch



**CranfieldMgtResearch @SoMRResearch · May 9**  
Congrats to Prof Keith Goffin: Paper on customer insights accepted to Research Technology Management <http://linkd.in/1oxupkk> #RepertoryGrid



**Emma Parry @dremmaparry · May 7**  
“@vitaenwhub: Five things successful PhD students refuse to do <http://bit.ly/1qepXrf>” #CranfieldDBA #Cranfieldphd



**Cranfield Management @cranfieldmngmt · May 7**  
Dr Ruth Bender discusses her latest book: the 4th edition of Corporate Financial Strategy (Routledge) <http://ow.ly/tJvI2> #corpgov



**CranfieldMgtResearch @SoMRResearch · May 6**  
22 May Research Club CCMF-Digital alignment: Anticipating & responding to a digital future <http://bit.ly/ccmfblog>



**CranfieldMgtResearch @SoMRResearch · May 4**  
P52-55 #CranfieldDBA Alumnus David McKie's take on Doctorates for 2025 #business #education #future @EFMDNews <http://bit.ly/1rYi9va>



**CranfieldMgtResearch @SoMRResearch · May 2**  
Managing Variability in Ocean Shipping- Johannes Fichtinger & Alan Harrison's research wins IJLM's Highly Commended <http://bit.ly/RaaPIC>



**Cranfield U Library @KNL\_MIRC · May 1**  
Can't find the full text you need for your research? Did you know you can request an interlibrary loan? <http://bit.ly/1n2Q5XO> #MIRCInsights



**Marie McCormack @mccormack\_marie · Apr 23**  
Building #HR readiness...are you ready? Hear from Global HRM expert Professor Horwitz <http://ow.ly/w4gnz> #HRZone



**CranfieldMgtResearch @SoMRResearch · Apr 22**  
Congrats 2 Paul McGolpin #CranfieldPhD 95, appointed MD by @XceedGroup - part of strategy to speed up business growth <http://bit.ly/1k3eokG>



**David Grayson @DoughtyDavidG · Apr 21**  
10 tips 4 would-be spcial intrapreneurs from our new book Social Intrapreneurs & all that Jazz: follows BITC event <http://bit.ly/U0uanU>



**Virgin @Virgin · Apr 19**  
In depth: how #F1 has been changed by regulation as much as innovation <http://virg.in/2UAEC> #VirginDisruptors



**CIP Institute @cipinst · Apr 15**  
A transformation — Doctorate story of @hmarynissen (President of #CIPinst) <http://buff.ly/1geQCOH> @SoMRResearch #DBA #CranfieldUniversity



**Prof Mark Jenkins @f1professor · Apr 12**  
Innovation vs Regulation <http://wp.me/py3Bi-k7>



**Alka IEDP @Alka\_IFL · Apr 10 13**  
Big Data=Big Opportunities according to the experts at @cranfieldmngmt <http://bit.ly/1qepJfF> is your leadership taking charge of big data?



**Emma Parry @dremmaparry · Apr 10**  
My latest book offering - an international look at bridge employment - is out. How exciting :) <http://bit.ly/VUKfwZ> via @routledgebooks



**CranfieldMgtResearch @SoMRResearch · Apr 10**  
Congrats @Mirzabeiki his @uniofgothenburg PhD won @ICHCA2 Outstanding Swedish Logistics Research! Welcome2 Cranfield <http://bit.ly/1gaSSqa>



**Carmine Basile @Carmine\_Basile · Apr 8**  
How to win a #price war?research at @SoMRResearch show this is doable via 5 rules of #engagement #capabilities @MIT <http://buff.ly/PNgfzD>



**Dr Emma K. Macdonald @DrEmmaMacdonald · Apr 1**  
Read @CranfieldMngmt Customer Management Forum white paper. Lessons from UK Customer Experience Awards @UKCXAwards: <http://bit.ly/1fjFNOe>



**Denyse Julien @DenyseJulien · Mar 21**  
Insights from SCALE conference. Boost supply chain efficiencies to beat retail price war <http://bit.ly/U0tYoz>



**Cranfield's CBP @CranfieldCBP · Jul 2**  
Jutta's Making evidence based mindfulness at work happen conference is booking fast and getting attention <http://lnkd.in/dNExHEI>



**Prof Mark Jenkins @f1professor · Jul 2**  
On my way to @SilverstoneUK for 'Driving Technological Change within British Manufacturing' conference. Lots of Motorsport speakers



**Emma Parry @dremmaparry · Jul 1**  
Now listening to #CranfieldDBA alumnus Dr Mark Baker talk about his DBA experience - how he made it to the end, successfully and on time :)



**CranfieldMgtResearch @SoMRResearch · Jun 27**  
Jon Chapman @CranfieldPraxis talks about the leadership responsible for initiating #WW1 - video + free paper <http://bit.ly/1rGAwnL>



**Project SCALE @projectscale · Jun 27**  
And thank you to @INTERREG\_NWE for the funding that enables us to undertake this research. #sustainability #SupplyChain #partnership



**CranfieldMgtResearch @SoMRResearch · Jun 27**  
Rikki @HawkAndMouse's notes #2 @circulareconomy Rethinking The Way We Do Biz by Dame Ellen MacArthur



**Rachel Walsh @RachelWalsh · Jun 26**  
Very thought provoking talk by @daviddenyer at #SSWales. Really enjoyed created his #visualminutes map!



**CranfieldMgtResearch @SoMRResearch · Jun 26**  
#CranfieldDBA alumni: @executivedba Consortium at #EMS2014 11 Sep @SpearsSchoolOSU @osutulsa <http://wp.me/P490Ux-js>



**CranfieldMgtResearch @SoMRResearch · Jun 24**  
Today's Lunchtime Research Seminar by Prof Werner de Bondt @DePaulU - Extreme returns & successful portfolio investments 1-2pm LR7



**Emma Parry @dremmaparry · Jun 23**  
"#CranfieldDBA referenced in the @Independent @dremmaparry says "links with business are critical" #impact [pic.twitter.com/5Js2eDVOOZ](http://pic.twitter.com/5Js2eDVOOZ)"



**CranfieldMgtResearch @SoMRResearch · Jun 20**  
Cranfield KAM Club speaker Steve Kemish @skemmo @cyance on the transforming sales process: Digital Marketing & KAM <http://wp.me/p2tQTT-qy>



**Cranfield U Library @KNL\_MIRC · Jun 20**  
Which challenge should the #LongitudePrize address? #flight #dementia #antibiotics #water or #food Vote now <http://www.longitudeprize.org>



**Emma Parry @dremmaparry · Jun 18**  
Today I am speaking at the @MidlandHR Customer Association conference. Looking forward to discussing #HR technology and analytics :) #MCA



**Project SCALE @projectscale · Jun 18**  
Wow Mars are going 'sustainable in a generation' including 0 fossil fuels by 2040. Amazing commitment by food companies. What's yours?



**CranfieldMgtResearch @SoMRResearch · Jun 18**  
MT @KNL\_MIRC: "RT @timeshighered Top tips on finishing your #PhD thesis on time." <http://bit.ly/1snwG7o> #CranfieldPhD #CranfieldDBA



**CranfieldMgtResearch @SoMRResearch · Jun 18**  
MT @SupplyChainProf: Is your supply chain disaster-ready? | scm.dk: <http://bit.ly/1ISQGU1> #supplychain #logistics #danish #english



**David Denyer @daviddenyer · Jun 17**  
How do organisations respond to unexpected events within pre-set schedules? Interesting seminar from Gerardo Patriotta @SOMResearch



**DCMS Women @DCMSWomen · Jun 16**  
Huge congratulations to Susan Vinnicombe @cranfieldmngmt for services to #genderequality #BirthdayHonours



**CranfieldMgtResearch @SoMRResearch · Jun 16**  
MT @KeithGoffin: article on ethnographic market research: How to use ethnography for in-depth consumer insight <http://bit.ly/1nJT7TWe>



**barbara young @youngb48 · Jun 6**  
#cugraduation delighted to be graduating brilliant students and prestigious hon grads at Wonderful Cranfield University



**Dept for Business @bisgovuk · Jun 2**  
How can businesses & universities collaborate more? Share your views <http://bit.ly/1pWvfvy> Pls RT & share



**Hannah McGivern @Han\_NCLScience · Jun 5**  
Biz jargon used "to avoid dealing with problems head on" Prof Joe Nellis, Cranfield School of Management @SoMRResearch <http://bbc.in/1muBd2Q>



**Cranfield Management @cranfieldmngmt · Jun 3**  
Cranfield research shows mindful approach can improve effectiveness of meetings <http://ow.ly/wBZj3> @CranfieldPraxis @jutto #mindfulness



**Quadimension Events @QuaDimension · Jun 2**  
Mike Bernon , Chair #RLCON2014, Exec Dev Dir- SCM @cranfieldmngmt shares issues, best practices, benchmark results.. [pic.twitter.com/BZgloF14eu](http://pic.twitter.com/BZgloF14eu)



**CranfieldMgtResearch @SoMRResearch · Jun 2**  
Pic @DoughtyDavidG's visit with Business & Society Belgium <http://bit.ly/1l0cEtU> about CR book <http://amzn.to/1nXiJlF> due out in Mandarin



**CranfieldMgtResearch @SoMRResearch · Jun 2**  
CO3 Award for Horizontal Collaboration went to STEF, TRI-VIZOR, Nestle' & PepsiCo! Read Exec Summary: <http://www.co3-project.eu/events/> @srossitafuri



**Marie McCormack @mccormack\_marie · May 30**  
Dr @Tazeeb says "Companies need an executive to manage entry into new markets" <http://tiny.cc/hhiogx> @EYnews @nickahuber



**Chris van der Hoven @chris2innov8 · May 24**  
A vision modelled on Cranfield University... <http://lnkd.in/byNeQEp>



**Karen Aspinall @Karen\_Aspinall · May 22**  
@SoMRResearch @DrRandall @SASPROFS I now understand content marketing, now thinking about how I can apply it!



**David Denyer @daviddenyer · May 21**  
The Human Connection to #PatientCare - Empathy is at the heart of #designthinking #servicedesign [http://youtu.be/cDDWvj\\_q-o8](http://youtu.be/cDDWvj_q-o8) via @YouTube



**David Denyer @daviddenyer · May 21**  
"Why Do We Still Have Journals?" Connecting the aims of social science to our system of journals <http://wp.me/pYLXM-2Xp> via @CNalevanko #ASQ

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