



New Zealand
Institute for
Business Research
Te Pūtahi Rangahau Umanga o Aotearoa

ANNUAL REPORT

2019



THE UNIVERSITY OF
WAIKATO
Te Whare Wānanga o Waikato

**WAIKATO
MANAGEMENT SCHOOL**
TE RAUPADA

Our vision and mission

At the New Zealand Institute for Business Research (NZIBR), our business is adding value to your business or organisation.

NZIBR draws on the expertise of leading scholars from the University's Waikato Management School and across the University to deliver research projects of high value to the business community and wider society, that will help drive long-term sustainability and shareholder value.

We work with industry, government agencies and other organisations to enhance their performance, productivity, and sustainable business.

Public policy projects are also an important part of our work programme. Our people have a wealth of knowledge in areas ranging from economic impact analysis, strategy and leadership, to marketing, innovation and entrepreneurship.

We publish high quality research in both professional outlets and in academic journals.

waikato.ac.nz/nzibr

From our Director

E tena koutou katoa, nga mihi nui

2019 has been a year of significant growth and expansion of activities for NZIBR.

- NZIBR hosted a series of successful events, including the Future of Work Conference Wellbeing Thought Leaders, world-renowned marketing expert, Professor Ajay Kohli and Dr Lucy Hone's Resilience Workshop.
- Our international partnerships were strengthened with the Beijing Union University Memorandums of Understanding for tourism research.
- Successful short-training programmes for Vietnamese delegates as well as the ongoing CELF Programme.

Work with national partners included work with the New Zealand Police and our regional partner, Community Enterprise Leadership Foundation Elevate Programme.

I acknowledge and extend my appreciation to the work of our unit Co-Directors, Professors Les Oxley, Juliet Roper, Siggie Gudegan, Shikhar Sarin, Associate Professor Peter Sun and Dr Maree Roche. We welcomed a new team member from South Africa, Amanda Wilson, filling the role of Research Administrator. Dr Vijay Kumar was promoted to Research Fellow.

We continue to be the source for independent analysis and insight into issues impacting New Zealand and global business



Eva Collins

Associate Professor Eva Collins
Director, NZIBR

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Staffing



Associate Professor Eva Collins
Director



Professor Les Oxley
Co-Director, Responsible & Sustainable Management Unit



Professor Juliet Roper
Co-Director, Responsible & Sustainable Management Unit



Professor Shikhar Sarin
Co-Director, Enterprise Innovation Unit



Professor Sigg Gudergan
Co-Director, Enterprise Innovation Unit



Dr Maree Roche
Co-Director, Leadership Unit



Associate Professor Peter Sun
Co-Director, Leadership Unit



Dr Vijay Kumar
Research Fellow



Amanda Wilson
Research Administrator

Associate Researchers

All Management School staff and those from other Divisions who are involved in externally funded research projects and consultancies administered through NZIBR are considered to be associate researchers within NZIBR.

In 2019, the main contributors were: Dr John Gibson - Professor of Economics; Dr John Oetzel - Professor of Management Communication; Dr Ricardo Scarpa - Professor of Economics; Dr Frank Scrimgeour - Professor of Economics; Dr Anna Strutt - Professor of Economics; Dr Huw O'Conner – Lecturer in Marketing and Dr Chris Ackermann – Lecturer in Accounting.

Furthermore, Co-Directors, Associate Professor Peter Sun and Dr Maree Roche (Leadership Unit) and Professor Les Oxley (Responsible and Sustainable Unit) also procured externally funded projects.

The year in perspective

NZIBR delivered and/or sponsored many successful events, seminars and workshops in 2019. An overview of the Institute's key research activities and accomplishments are provided below.

February

In February, Maree Roche, Co-Director of the Leadership Unit, organised a full-day workshop for 20 women from New Zealand Police. The workshop focused on reflective learning and career goal setting for women in leadership roles.



Later in the year, NZIBR welcomed Inspector Freda Grace from NZ Police who shared the challenges she faced as a young female police officer and how she is today the only woman in an Armed Offenders Squad (AOS) in New Zealand.

The Enterprise Innovation Unit also hosted Professor Gloria Barczak who is a Professor in Marketing, D'Amore-McKim School of Business. Professor Barczak gave two seminars – one on cutting-edge trends in innovation research and another on publishing in top tier journals.

MARCH

In March, the Responsible and Sustainable Management Unit, and Leadership Unit brought together a small group of key thought leaders to discuss the future of well-being in New Zealand.



The purpose was to share ideas and to collaboratively explore options for forming a steering group to generate wider discussion and action plans beyond this initial meeting.

Speakers were; Dr Tony Burton, Deputy Chief Economic Advisor, NZ Treasury; Associate Professor Carla Anne Houkamau, University of Auckland, Director of the Mira Szászy Research Centre for Māori and Pacific Economic

Development and the Associate Dean for Māori and Pacific Development for the Auckland Business School; Professor Paul Dalziel, Lincoln University; and Professor Les Oxley, Waikato Management School.

APRIL

In April, the Waikato Management School and NZIBR organised a successful one-day conference on the 'Future of Work' with over a 150 paying delegates.

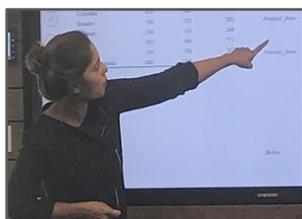
The keynote speaker, Jan Zijderveld, then CEO of AVON and a University Distinguished Alumni, presented on future trends for business. Masterclasses were given on sustainability, innovation and leadership.

Associate Professor Peter Sun, Co-Director of the Leadership Unit, played a significant role in the planning of NZIBR's Future of Work Conference. He was featured on Seven Sharp and the Waikato Times.

The conference was sponsored by AskYourTeam (www.askyourteam.com) and Community & Engagement Leadership Foundation (www.celf.org.nz).



Professors Siggs Gudergan and Shikhar Sarin, Co-Directors of the NZIBR Enterprise and Innovation Unit, hosted a workshop "*Building & Maintaining your Academic Reputation*" and discussed the steps and strategies that PhD students and early career academics could use to build their academic reputation.



The Enterprise and Innovation Unit launched their *EIU Brown Bag Series* which provided Academics an opportunity to present their research papers to like-minded peers.

The first academic to present in this series was **Dr Nirosha Hewa-Wellalage**. Her research paper entitled "*Effect of Petty Corruption on Firm-Level Innovation of Micro, Small and Medium Enterprises (MSMEs)*" suggests that bribery is a rational strategic response of micro, small and medium enterprise innovators, compensating for the lack of kinship or political affiliations, and hedging against political risk.

MAY

In May, **Mr Shivendu Pratap Singh** presented his research paper entitled, “*From Cathedral to Bazaar: Investigating influence of open innovation engagement on firm performance using generalised synthetic control method*”.



Using data from the top 1,000 high technology firms, he discussed the effects of open platform engagement on the economic and financial outcomes of a firm.

JUNE



In June **Dr Amanda J. Williamson** presented her paper entitled, “*Sleep as a Tool for Innovation?*” Her research focused on the interesting yet often overlooked role that sleep has on influencing entrepreneurs’ innovation behaviours.

Amanda, who recently joined WMS as a lecturer in Innovation, received the WMS Publication Award for publishing the research in *Entrepreneurship Theory and Practice*, ranked as one of the Financial Times Top 50 Journals.

JULY

In July, **Dr Geeta Duppati**, presented her research paper entitled, “*Effects of Institutional Ownership on Innovation and the Role of Economic Development*”. The results suggest that monitoring by institutional investors can act as an important mechanism to promote firm innovation.



AUGUST



In August, **Dr Suzette Dyer**, (Waikato Management School), **Dr Fiona Hurd** (AUT) and **Heather Lowery-Kappes** (UoW Student Experience and Support) showcased three experiential learning exercises designed to help students learn and reflect on some of the techniques required for managing their careers. Good career management practice is a holistic process that cannot be achieved through ad-hoc, one-off interventions.

SEPTEMBER

In September, NZIBR, along with Professional Programmes, shared a double-stand at the inaugural Waikato Business Expo held at Claudelands Events Centre. The team have secured their stand for the 2020 Expo which will be held again at Claudelands Events Centre.



Later in September, NZIBR welcomed world-renowned marketing expert Professor Ajay Kohli (Scheller College of Business, Georgia Institute of Technology).

Two events were conducted and participants travelled from across New Zealand to attend.

The first event with Professor Kohli was an evening talk '*Customer Centricity in a Digital World*', aimed at the local professional community. Followed by a full-day academic workshop. The workshop comprised of two parts namely an interactive lecture-discussion and 'learn by doing'.



OCTOBER

In October, Adjunct Professor, Martin Wetzels (Maastricht University), visited the University of Waikato and facilitated two interactive sessions during his stay. The first was a talk open to the public "*Changing the marketing narrative: A story of digital disruptions*" followed by a two-day training workshop introducing participants to key data analysis techniques using "*R*" software.



NOVEMBER

In November, the fourth Academic to present his research in the *EIU Brown Bag Series* was **Dr Gohar Khan**. His paper entitled, “*In Search of the True Worth of a ‘Like’: A Network Externality Approach*”, demonstrated how product sales are influenced by the network effect of the “like” button.



Dr Lucy Hone (AUT), author of several books and articles on resilience, conducted a half-day workshop and seminar *Resilience and the Importance of Psychological Wellbeing*.

Lucy is well known for fusing her first-hand experience of trauma, loss and resilience with the strategies and tools coming from her research. Her visit was hosted by the Leadership Unit and Responsible Management and Sustainability Unit.

DECEMBER

In December, NZIBR welcomed two international visitors who provided engaging sessions for both internal staff and students as well as external guests.

The first visitor, Professor Jan Fisch (Vienna University of Economics and Business), conducted an academic talk followed by a half-day workshop. The workshop was of particular interest to PhD students and provided an opportunity for them to discuss their paper development in detail.



Later in the month, a breakfast-seminar was conducted by Professor Brad Jackson (Griffith University) who delivered a highly interactive breakfast seminar and outlined the concept of ‘Good Dividends’, a theory of business that re-examines what we mean by value. In 2020 Professor Brad Jackson has taken on the role of Associate Dean Strategic Engagement and will serve as Professor of Leadership and Governance at the Waikato Management School.

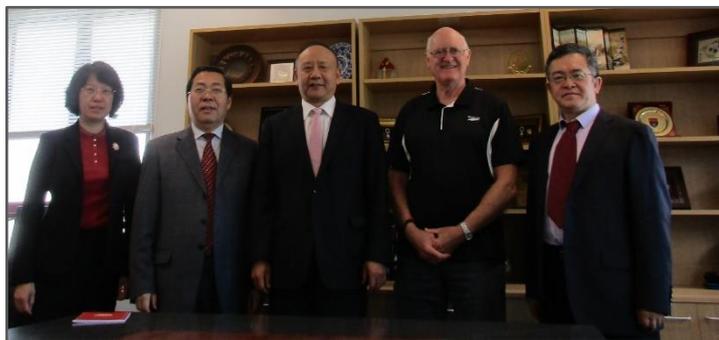


BUU China-NZ tourism research unit

Three Memorandum of Understanding were signed – the first two were renewals of previous MOUs with Sun Yat-sen and Beijing International Studies University (BISU) and the third was with the College of Tourism, Beijing Union University (BUU). All are highly regarded for their tourism and hospitality courses and research profile.

The visit by President Li, Dean Yan, International Director Pangming and Associate Professor Zhang Xiaoyu from Beijing Union University was significant in terms of signing the agreement with Senior Deputy Vice Chancellor Alister Jones and Associate Professor Stuart Dillon, Head of the School of Management and Marketing.

The group of Beijing Union University had also expressed interest in the research being undertaken by the INSTO-Waikato Tourism Group (see INSTOWaikato.org). They visited Raglan and met with Mitch King, Social and Economic Development Officer, Waikato District Council, Councillor Lisa Thomson (Councillor for Raglan on the Waikato District Council) and Charlie Young, Chamber of Commerce, Raglan.



In addition to these arrangements, research understandings were also signed with Grand View Gardens, the Taihao Fuxi Mausoleum and the Haiyang County Government, Hennan.

Professor Chris Ryan gave a presentation to the New Zealand Friendship Association on the significance of the Taihao Fuxi Mausoleum, which was very well appreciated by the audience who commented positively on the detailed understanding that was shared of the site and its significance in Chinese culture.

Another significant action that promises much for the future, was a similar understanding that was reached with Dr. Li Ping and Leon Shi in setting up the Tourism Think Tank (TTTI) that will hold an annual conference and provide education training services in tourism and hospitality management.

International visitors

South Korea

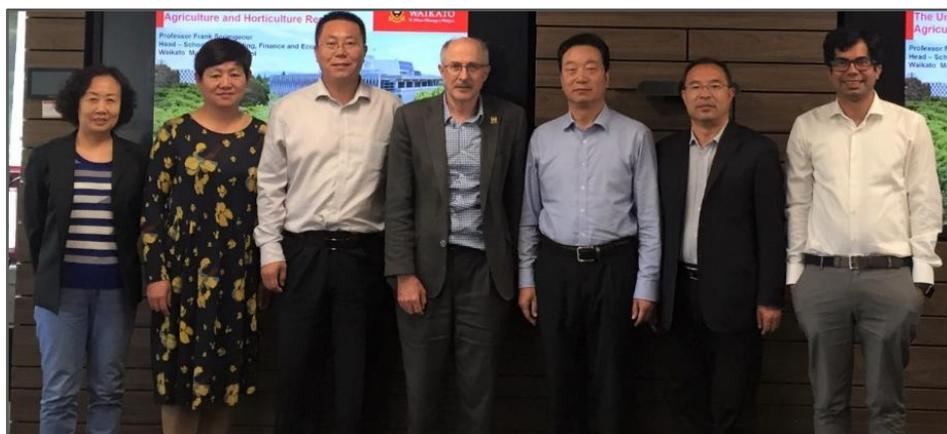
Professor Frank Scrimgeour and Dr Vijay Kumar hosted a group of twenty individuals from various financial companies organised under a special Government Act. The purpose of the visit was to understand capital investment system in the New Zealand primary industry sector. NZIBR organised a workshop for the group to discuss these topics.

China

NZIBR hosted a group from Tianjin Ecology and Environment Bureau (TAES). The purpose of their visit was to understand Marine Pollution Control and Coastal Ecological Management as well as related environment economic issues in New Zealand. They met with Professor Frank Scrimgeour, Associate Professor Umesh Sharma, Dr Vijay Kumar and Dr Zack Dorner to discuss environmental and sustainability accounting research at Waikato Management School.

Japan

Professor Frank Scrimgeour and Dr Vijay Kumar hosted Professor Manabu Hori and Associate Professor Tatsuru Nishio from Yamaguchi University. The purpose of their visit was to get insights into the tourism industry in New Zealand. NZIBR arranged their visits to New Zealand's world-class conservation site Zealandia, and the Hamilton and Waikato



Visiting scholar(s)

The Leadership Unit hosted Ms. Xuchu Liu from Henan University of Chinese medicine. She conducted research with Associate Professor Peter Sun and Dr Sudong Shang in the area of leadership.

Short-term training programmes

CELF Elevate Programme

CELF Elevate is jointly delivered by the Community & Enterprise Leadership Foundation (CELF), a charitable trust, in partnership with Waikato Management School. The Class of 2019/2020 will be the sixth cohort to graduate from the CELF Elevate programme.

Over nine months, participants were mentored by senior leaders from business and community organisations on how to develop their own leadership competencies, while working on projects within their own workplace or community.

CELF participants have enjoyed numerous opportunities to investigate leadership in both community and corporate contexts. For example, they visited the New Zealand Police, Gallagher, Prolife Foods, Tristram Marine and LIC. In addition, the cohort had the opportunity to attend a variety of workshops hosted by academics at Waikato Management School as well as workshops facilitated by CELF.

The cohort will embark on the Waka Journey where they will have the opportunity to demonstrate their leadership skills followed by their Graduation Ceremony.

“Leadership will play a significant role in Waikato region’s future growth plans” - Associate Professor Peter Sun, Co-Director of NZIBR’s Leadership Unit and a Trustee of the Community & Enterprise Leadership Foundation.



Vietnam short-term training programme

In 2019, **four** short training programmes were facilitated by Professor Frank Scrimgeour and Dr Vijay Kumar. Three programmes were conducted for Vietnam Social Security (VSS) and one programme for the District leaders of the Socialist Republic of Vietnam.

Each programme is individually designed to support the needs and objectives of the visiting group. The first programme for VSS focused on developing English language speaking ability, improving soft skills, public speaking, enhancing decision making and building confidence in delivering presentations in English. The second programme focused on a series of modules that were designed to build English language skills and technical skills.

Learning modules include Principles of Social Security and Social Insurance; Performance and Technology Management; Financial Management; and Governance. The third programme focused on developing an innovative and modern communication strategy and to understand how to integrate and use modern technologies in the communication strategy of VSS.

The programme for the District leaders of the Socialist Republic of Vietnam was designed to improve knowledge and skills to enhance decision-making. It integrated key concepts of economics, policy development, monitoring and accountability as a robust framework assisting leaders and officials to promote efficient and effective management.

For every programme, guest speakers from organisations relevant to the programme, such as Hamilton City Council, Waikato Regional Council and Waikato Chamber of Commerce were invited to share their experiences with the participants. Participants were also provided with opportunity to visit government offices and engage with political leaders as part of the programme. Further, participants are introduced to kiwi-living and spend part of their stay with host families.



Research training programmes and case studies

NZ Police: Women in Leadership



Co-Directors of the NZIBR Leadership Unit, **Dr Maree Roche** and **Associate Professor Peter Sun**, along with PhD student, Olivia Loeffen, successfully developed and delivered, a 'Women in Leadership' training programme, specially designed to cultivate and grow the leadership of high potential women police officers in New Zealand.

After designing the programme, that included focus groups and interviews within the NZ Police, a group of twenty women were selected for the elite training programme. These women demonstrated strong potential to become future leaders within the NZ Police.

The programme had three prongs to it. Firstly, a *one-day intensive workshop* focusing on providing the necessary mind-set skills and resources required to overcome the challenges women leaders face in the NZ Police.

Part two, a *Peer Mentoring Programme*, where Police leaders were mentored by women leaders from the Waikato region for several months. This included shadowing these leaders, mentoring conversations, and experiences and learning shared and held by other elite women leaders in the Waikato. The course concluded with a *workshop* on goal-setting and leadership development and planning for the officers.

The programme received positive reviews from participants who gained a wealth of leadership learning experience. One police officer said: "*The biggest thing I learnt from this course is that sometimes we are our own biggest barrier to achieving...as our minds can play tricks on us... but there are ways to break this down. (Knowing)... you want to achieve, and making a plan of how you're going to do this, is a good start.*"

The course has cemented a positive relationship with women leaders in the NZ Police, NZIBR and Waikato Management School more generally. Senior women leaders from NZ Police have shared knowledge and experience at highly attended seminars held by NZIBR, and actively participation in panel discussion at the Women in Leadership day held at the University of Waikato.

The relationships, programme and future planning - demonstrate the on-going success of NZIBR in combining research skills and expertise, and developing relationships with the leadership community.

Consumer switching in retail electricity markets

Professor Riccardo Scarpa, a leading economist, studied New Zealand's retail electricity markets to identify the main reasons for switching behaviour and estimated consumers' willingness to pay for non-price attributes.



The results provide important insights into residential consumer switching, which enable suppliers to differentiate their products. The analysis is based on an online choice experiment involving 224 residential electricity bill payers.

Professor Scarpa found that non-price attributes are significant determinants of consumer switching. This included call waiting time, length of fixed rate contract, renewable energy, loyalty rewards, supplier ownership and supplier type.

The study also identified three consumer groups with distinct preferences. The first group (40%) is mainly concerned about power bills and would switch suppliers to save at least \$125 per year in power bills.

The second group (46%) shows no status quo preference, values all non-price attributes, and particularly dislikes new entrants from other sectors.

For this group, electricity suppliers must charge \$135 less per year than other suppliers for a 50% chance of attracting new customers. The third group (14%) of consumers are captive and loyal customers who are unlikely to switch supplier for any realistic power bill savings.

Entrepreneurship and the Media

News media play an important role in shaping how the public thinks and feels about entrepreneurship. These public sentiments are a key driver of entrepreneurial activity, but little is known about how they change over time.



Using artificial intelligence and machine learning, **Dr Amanda Williamson** is conducting a study to find out how public sentiments towards entrepreneurship have changed since 2000; and how those changes differ among five English-speaking countries - the US, Canada, UK, NZ and Australia.

The resulting data will then be used to predict within and between country differences in entrepreneurial activity. The study is funded by the Australia & New Zealand Academy of Management (ANZAM) and the British Academy of Management (BAM).

Dr Williamson's research examines entrepreneurship through a psychological lens; considering the effects of sleep, mood, emotions and health on entrepreneurial behaviour.

Externally-funded research and training programmes

In 2019, NZIBR generated total revenues of **\$954K¹** from externally-funded projects and short-term training programmes. A brief overview of each project and programme is listed below.

EXTERNALLY FUNDED PROJECTS

INTERNATIONAL PROJECTS

Project Period	Principal Investigator	Name of Project	Sponsor	Revenue in 2019 (NZ\$)
2018-2019	Professor John Oetzel	Advancing community-based participatory research practice through a measurement toolkit	University of New Mexico	\$4,000
2018-2019	Professor Frank Scrimgeour and Dr Vijay Kumar	New Zealand Food Safety	Seoul National University	\$4,562
2018-2019	Professor John Gibson	Gender-disaggregated Poverty Small Area Estimates	World Bank	\$42,670
2019	Professor John Gibson	Household income and expenditure survey	Pacific Community (SPC)	\$ 39,500
2019	Professor Ric Scarpa	Think Tank	REF Ricerche	\$ 4,339
2019	Professor Ric Scarpa	HIV Medical Survey	State University of New York (SUNY) Upstate Medical	\$10,000
2019-2020	Professor John Oetzel	Advancing community-based participatory research practice through a measurement toolkit	University of New Mexico	\$7,500

DOMESTIC PROJECTS

Project Period	Principal Investigator	Name of Project	Sponsor	Revenue in 2019 (NZ\$)
2018-2019	Dr Maree Roche	Police Women in Leadership	New Zealand Police	\$1,700
2017-2019	Professor Ric Scarpa	Healthy Rivers	Waikato Regional Council	\$24,000
2019	Dr Maree Roche	Stop for Safety WEL Energy Conference	WEL Networks Limited	\$3,000

¹ The total revenue will not match the total revenue of listed projects as some projects are confidential.

2019	Dr Maree Roche	Southern Cross Hospital Team Development	Southern Cross Hospital	\$5,000
2019	Professor Les Oxley	PBRF Honorarium	Tertiary Education Commission	\$12,113
2019	Professor Frank Scrimgeour and Dr Vijay Kumar	The Economic Impact of Tauranga Stadium	Priority One	\$6,000
2019	Professor Frank Scrimgeour and Dr Vijay Kumar	Peer Review of AskYourTeam modules	AskYourTeam	\$6,000
2019	Professor Frank Scrimgeour and Dr Vijay Kumar	Consultancy and Training	New Organisation Vision	\$1,500
2019	Professor Frank Scrimgeour and Dr Vijay Kumar	Variation 1 to the Proposed Waikato Regional Plan Change 1	Waikato District Council	\$5,600
2019	Professor Ric Scarpa	Use and Non-use value analysis for Council facilitators	Cognitus Advisory Services Limited	\$7,500
2019	Dr Chris Ackermann, Professor Frank Scrimgeour and Dr Vijay Kumar	Economic Analysis – Bay of Plenty	New Zealand Kiwifruit Growers Inc.	\$9,000
2019	Dr Huw O'Connor	Voluntary Employer Quality Accreditation Scheme (VEQAS)	New Zealand Kiwifruit Growers Inc.	\$6,000

SHORT-TERM TRAINING PROGRAMMES

In 2019 NZIBR conducted the following short-term training programmes and generated an overall revenue of approximately **\$700k**.

Year	Project Team	Name of Project	Sponsor
2019	Professor Frank Scrimgeour and Dr Vijay Kumar	Enhancing Leadership Capacity in Economic Management	Vietnam Social Security
2019	Professor Frank Scrimgeour and Dr Vijay Kumar	Capacity Building on Leadership, Public Management,	Vietnam Government
2019	Professor Frank Scrimgeour and Dr Vijay Kumar	Social Security Management, Policy and Leadership	Vietnam Social Security
2019	Professor Frank Scrimgeour and Dr Vijay Kumar	Developing a Communication Strategy	Vietnam Social Security
2019	Professor Peter Sun	CELF Elevate Programme	Community & Enterprise Leadership Foundation

Research publications

- Ahrholdt, D., **Gudergan, S.**, & Ringle, C. (2019). Enhancing loyalty: When improving consumer satisfaction and delight matters. *Journal of Business Research*, 94, 18-27. doi:[10.1016/j.jbusres.2018.08.040](https://doi.org/10.1016/j.jbusres.2018.08.040)
- Bentley, T. A., Teo, S. T., Catley, B., Blackwood, K., **Roche, M.**, & O'Driscoll, M. (2019). Factors influencing leave intentions among older workers: a moderated-mediation model. *Personnel Review*, 48(4), 898-914. doi:[10.1108/PR-03-2018-0095](https://doi.org/10.1108/PR-03-2018-0095)
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- Chandanabhumma, P., Duran, B., Peterson, J., Pearson, C., **Oetzel, J.**, Dutta, M., & Wallerstein, N. (2020). Space within the scientific discourse for the voice of the other? Expressions of community voice in the scientific discourse of community-based participatory research. *Health Communication*, 35(5), 616-627. doi:[10.1080/10410236.2019.1581409](https://doi.org/10.1080/10410236.2019.1581409)
- Hair, J., Ringle, C., **Gudergan, S.**, Fischer, A., Nitzi, C., & Menictas, C. (2019). Partial least squares structural equation modeling-based discrete choice modeling: An illustration in modeling retailer choice. *Business Research*, 12(1), 115-142. doi:[10.1007/s40685-018-0072-4](https://doi.org/10.1007/s40685-018-0072-4)
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- Roper, J.**, & Hurst, B. (2019). Public relations, futures planning and political talk for addressing wicked problems. *Public Relations Review, online*, 101828. doi:[10.1016/j.pubrev.2019.101828](https://doi.org/10.1016/j.pubrev.2019.101828)
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THE UNIVERSITY OF
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WHERE THE WORLD IS GOING
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