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By unravelling conceptual puzzles, solving practical problems for business and providing empirical analysis to support policies, Waikato Management School researchers create value for business, government and society.

Waikato Management School has more than 100 academic staff, 115 PhD students and 285 masters students engaged in research projects covering all of management’s core disciplines. Each year our original research is disseminated in more than 550 publications in books, international journals and international conference papers.

As we are committed to world-class education informed by leading-edge research, our research strategy focuses on research excellence, international collaborations and engagement with key stakeholders. We aim to shape management theory, improve business practice and inform public policy in New Zealand and around the globe. We work collaboratively with many international scholars, and with a wide range of business, government and community groups.

Our researchers are specialists in their fields and are renowned nationally and internationally. Each year we have staff winning awards for best papers, editing international journals, serving as visiting or adjunct professors at top universities, taking leading roles in professional academic associations, and being recognised as distinguished or life fellows.

In this brochure, we highlight only a few of our larger research programmes. For a summary of the areas of research expertise in our eight departments, please see pages 24-27. More information is available on our School’s research website and department web pages. We welcome enquiries about our business research capabilities and services.

Associate Professor John Tressler
Acting Dean
Waikato Management School
Waikato Management School’s research strategy is to produce world-class theoretical, applied and practice-relevant research. Our emphasis is upon knowledge creation, integration and dissemination to achieve transformation of organisations nationally and internationally.

We use our latest research to inform our teaching programmes with new theories, analysis and case studies that are directly relevant to New Zealand and the global markets in which we operate. In this way, our research serves as an integrator of the School’s activities by bridging between teaching and practice.

Most of our research is conducted within departments and reflects core academic disciplines in accounting, finance, economics, management communication, management systems, marketing, strategy and human resource management, and tourism and hospitality management. In addition, many staff are involved in multi-disciplinary research projects on issues such as sustainability, productivity, information technology, health, economic development and agribusiness. Industry and sector-specific research is also carried out, for example, within tourism, finance, and small and medium enterprises.

Our academic staff work with many international collaborators and also with postgraduate students on a wide range of research projects. Each year, teams of researchers obtain external funding for projects aligned with the government’s national goals and the priorities of external funding agencies. As the School has an excellent track record of success in the prestigious Marsden fund, several of these projects are profiled in this brochure.

Information on each of our researchers, their publications, research expertise and interests is available on our website. In addition, we provide details on our website of the research events (conferences and seminars) hosted by the School and/or departments, as well as our research awards and external research grants.

Our scholars travel to present their latest research findings at leading international conferences. Our international connectivity is further enhanced by hosting many international visitors each year who develop networks and contribute seminars on their cutting-edge research projects.

Our researchers have expertise in a wide range of research methodologies and methods. This enables breadth of coverage of management research topics, issues and perspectives from conceptual and mathematical modelling, empirical studies and discourse analysis, to case studies and narrative approaches.

As we aspire to make a difference, our researchers address questions that are important for business, government and society. We contribute by improving the performance of organisations and the economy, and by enhancing the wellbeing of people and communities.

Our Triple Crown accreditations further attest to the quality of our research and put us amongst the most highly regarded management schools in the world.
Sustainability

Businesses worldwide are increasingly realising they must pay attention to social and environmental factors, as well as economic imperatives. Sustainability, in all its guises, therefore plays an important role in everything we do at Waikato Management School.

It is an important subject covered in every department, from accounting to tourism and hospitality management. We draw on research from across the faculty, highlighting sustainability in many different ways.

Our interest in sustainability is nothing new, with staff having been involved in long-term projects about sustainability for several years. Since 2003 Associate Professor Eva Collins has been carrying out one of the few longitudinal studies into sustainability and has been able to track the impact of the Global Financial Crisis on sustainability practices.

Dr Collins has also been working with an international research team led by Professor Juliet Roper from the Department of Management Communication, to examine New Zealand’s ‘clean and green’ image which is increasingly coming under threat from economic growth imperatives.

In addition, Professor Debashish Munshi has been doing research on sustainable citizenship – supported by the Royal Society of New Zealand – in a groundbreaking study.

Issues of sustainability are also examined in accounting, finance, economics, marketing, strategy and human resource management. Specific international projects also contribute insights for developing communities.

Productivity and Performance

Twenty-first century businesses are expected to be profitable, contribute to economic development, behave ethically, and at the same time improve the quality of life of their workforce, their families, their local communities and society at large.

Waikato Management School researchers have been looking at what makes businesses profitable, what hinders their profitability, and how businesses are adapting to ever-increasing compliance costs and greater consumer expectations.

Accounting Professor Charl De Villiers with Ana Marques from Nova Business School in Portugal have studied Corporate Social Responsibility (CSR) disclosure over four years among the top 500 European firms. They find strong evidence that higher levels of CSR disclosure are associated with higher share prices.

Finance Professor Stuart Locke says it doesn’t matter whether they are large corporations, small unlisted companies, charities or government institutions, his research has found composition of the board and the direction it gives is pivotal for business success.

Professor Jim Corner from Management Systems researches the inner-workings of organisations including decision-making, information systems management, knowledge management and supply chain management. Also, in tourism and hospitality management, our researchers look at the potential impacts of tourism in the wider social, cultural, economic, and political contexts.

Issues of human resource management, employment and industrial relations, and health and safety in the workplace are examined by Professor Mark Harcourt to provide insights for theory and to improve practices.
Introducing Our Research

Health and Wellbeing

A nation’s health relies on more than the efficient delivery of health services. People also need safe neighbourhoods, clean air, freshwater, and access to education, employment and other services to maintain good health.

As part of a Pacific Island – New Zealand Migration Study (PINZMS), Economics Professor John Gibson has led a survey of more than 500 households in New Zealand and the Pacific to gather information on the broad effect that migration has on families and communities – the health results are mixed.

Health has become big business with pharmaceutical companies, alternative medicines, and now nutraceuticals all vying for consumer’s health dollars. Dr Alison Henderson’s research aims to inform future policy decisions, and create a better understanding of the relationships between food providers, consumer groups and health organisations.

The needs of our ageing population have been the focus of Dr Margaret Richardson’s research. Working closely with health practitioners, Māori community groups and other academics, Dr Mary Simpson and Professor John Oetzel have been collaborating with kaumātua and whānau to develop a culturally appropriate Māori health communication model for health professionals.

As new liquor laws come into force, economist Dr Michael Cameron continues his work with the Health Promotion Agency on the density of liquor outlets and the impacts they have on police call outs in different communities and regions.

Wellbeing in the workplace has also been examined by our human resource management researchers. Balancing work and family life is increasingly important in the digital economy.

Innovation and economic growth

Innovation is one of the keys to economic growth and an important area of research at Waikato Management School. The best innovation is informed by top quality research and our researchers are working with people around the world to produce excellent results.

It is not an easy field as New Zealand’s economic performance is something of an enigma. While the country ranks highly in several areas, when it comes to economic growth, innovation and productivity, we’re lagging behind much of the rest of the world.

Economist Professor Les Oxley, along with colleagues from Canterbury and the Netherlands, has been trying to find out why. And while there’s no easy answer, they have found that innovation is highly dependent on market demand and a firm’s ability to develop new technologies. It is also highly dependent on a firm’s investment in research and development, technology, plant and material.

Professor Delwyn Clark has contributed to an international research programme on innovation processes in small firms in 11 OECD countries. With collaborators from Australia, France and the USA, she has examined the factors influencing successful commercialisation processes for new innovations.

In addition, Dr Mark Kilgour, from the Department of Marketing, is doing research on creativity in advertising campaigns to understand why clients may be risk averse and how novelty is stifled by agency processes and client decision insecurity.
AgriBusiness

AgriBusiness at the University of Waikato has received a significant boost since the appointment of leading agricultural researcher and commentator, Professor Jacqueline Rowarth, CMZM, to the position of Professor of AgriBusiness in 2012. Her appointment to Waikato Management School continues the School’s tradition of innovation in management education. Her work has focused on ‘going global’ and she says the path to success is growing slowly, establishing infrastructure support and developing the value chain, rather than a simple resource grab. She also sees adding value as a key issue while she acknowledges there are risks involved. Some companies have clearly identified markets and are building product-market relationships, she says, whereas others have been making statements – but the return to the shareholder is difficult to see.

Research Centres and Institutes

Businesses are constantly under pressure to be more productive and efficient but often don’t have the data or correct information to make informed planning or strategic decisions.

The Management Research Centre (MRC) at Waikato Management School carries out financial benchmarking and business performance comparison surveys for a wide range of industry groups in New Zealand. During its 30 years, the Centre has forged strong links with the business community through the practical business services offered. The reports MRC generates have become the standard industry benchmarks for New Zealand’s small and medium enterprises.

"In all cases the attempts at going overseas have been supported by significant backing from New Zealand and in rather too many cases significant money has been lost.”

AgriBusiness at Waikato Management School covers everything from farm processes and management to international marketing and our Masters of Professional Management (AgriBusiness) provides a great insight into an increasingly global business.

Colleagues from economics, international business, strategy, management systems and marketing are working on research projects in the agricultural and horticultural industries.

Alongside its annual benchmarking survey, the MRC conducts surveys for franchises and industry groups such as Mitre 10 NZ, Road Transport Forum NZ, and biannually for accounting and legal practices.

MRC is housed within the Institute for Business Research (IBR) which offers research, advisory and consultancy services to a range of end-users, commercial, public sector and not-for-profit organisations. Established in 2010, IBR has access to expertise in all of the faculty’s departments.

While the initial focus was on projects within our region to enhance productivity and contribute to sustainable business, IBR has also completed international projects for aid agencies, and collaborative projects in Asia.
The recession shook out firms that had sustainability as an add on ... but we found companies that were members of the Sustainable Business Network went the other way.” – Dr Collins

The great sustainability divide

A sustainability divide is emerging among New Zealand businesses, and small firms are the most likely to abandon efforts to be ‘clean and green’ when the economy takes a dive.

However, the survey on business sustainability practices, conducted by Waikato Management School researchers, also shows a small but significant group of firms have actually increased practices such as recycling, reducing energy and water use, and environmental awareness.

The report covering 730 firms was sponsored by the UK-based Chartered Institute of Management Accountants and co-authored by Associate Professor Eva Collins, Professors Stewart Lawrence and Juliet Roper of Waikato Management School, plus Professor Jarrod Haar (now based at Massey University).

It's the third in a series of reports, making it one of the first studies in the world to track the impact of recession on sustainability practices with longitudinal data. "The recession shook out firms that had sustainability as an ‘add-on,’" says Dr Collins. "For those firms, sustainability wasn’t aligned with their core business, so when things got tough they let it go.

"But we found companies that were members of the Sustainable Business Network (SBN) went the other way, and even increased their uptake of environmental practices. These are firms that have embedded sustainability into their core business. So what we’re seeing here is the emergence of a sustainability divide.”

As businesses worldwide move towards ‘integrative’ reporting of social, environmental and financial data, accountants will need to be involved in the development and monitoring of their organisation’s sustainable strategies so that the reports truly reflect what’s happening, rather than being ‘add-ons’ to financial reports.

Business Sustainability Practices During The Recession: The Growing Sustainability Divide is available at www.management.ac.nz/sustainabilitydivide

Sustainability and the Role of the Management Accountant is available at www.cimaglobal.com/Thought-leadership/Research-topics/Sustainability/
Clean and green?

New Zealand’s ‘clean, green’ image is enormously important for our tourism and food and beverage exports.

That image is being challenged by growing international awareness and concern about sustainability issues. Large British supermarkets such as Sainsburys and Marks and Spencers are now demanding sustainability credentials from their suppliers – credentials that New Zealand producers can’t always supply.

A change of government and the global economic downturn have seen a shift away from the previous commitment to sustainability.

Sustainability expert Professor Juliet Roper of the Department of Management Communication says this has created a “discourse contest” that could have serious implications for New Zealand’s reputation – and market share.

Professor Roper and colleagues from the US are researching the vulnerability of New Zealand’s global environmental positioning.

The research sets out to understand how policy makers, media and business leaders think about, frame and prioritise environmental, social and economic sustainability issues – and with what consequences. “We know that media follows the dominant discourse, and we’ve seen a decline in references to sustainability in mainstream media,” says Professor Roper.

“The drop in perceived pressure from the government has led to a drop off in sustainability practices among firms, except among the bigger, exporting companies which respond to external market pressure.”

Professor Roper says a better understanding of the debate over sustainability will help ease the tensions between expectations of economic, social and environmental performance in the public and private sectors.

Supported by the Royal Society of New Zealand Marsden Fund.

“We know that media follows the dominant discourse, and we’ve seen a decline in references to sustainability in mainstream media.” – Professor Roper
Research Case Study

Towards a new notion of citizenship

Is being a good citizen merely about paying your taxes or voting in an election? Professor Debashish Munshi of Waikato Management School and Associate Professor Priya Kurian of the Faculty of Arts & Social Sciences think not.

They are researching the concept of sustainable citizenship which works towards a deliberated set of shared values among people.

Funded by the Royal Society of New Zealand, the project focuses on the highly contentious issue of new technologies.

“The potential benefits as well as the technological risks of new technologies on society, the environment and the economy have sparked both euphoria and massive protests by citizens,” says Dr Munshi.

“We’re interested in what such polarisations do to the goals of a sustainable future, and how we can collectively create policies in tune with a rapidly-changing world.

“Our research shows that shared values tend to emerge from a clash of ideas, rather than through routine dialogues. So we have used an innovative survey technique which requires people to prioritise some positions over others.”

Using Q-sort surveys, the researchers have consulted people with differing views on new technologies, including scientists and environmentalists, asking them to rank a range of statements in order to identify the subset of statements that may be negotiable.

Simultaneously, they’ve organised citizen juries among mini-publics of certain demographic segments such as Māori and youth, to explore perspectives on new technologies from people who are not often on the policy radar on such issues.

“Our project helps identify strategies for more meaningful public engagement on controversial policy issues.”

Supported by the Royal Society of New Zealand Marsden Fund.

“Our research shows that shared values tend to emerge from a clash of ideas, rather than routine dialogues.” – Dr Munshi
"Businesses disclose CSR information in order to ensure continued access to resources such as customer support and the best employees. It also appears to help investment...” – Professor de Villiers

The benefits of disclosing CSR

Twenty-first century businesses are expected to behave ethically and contribute to economic development and at the same time improve the quality of life of their workforce, their families, their local communities and society at large. Increasingly, businesses are being asked to ‘prove it’ – disclose their levels of corporate social responsibility (CSR) to their stakeholders.

Professor Charl de Villiers from the University of Waikato and Ana Marques from Nova Business School in Portugal studied CSR disclosure over four years among the top 500 European firms.

Whereas financial disclosures are highly regulated, CSR information is mostly disclosed on a voluntary basis. Still, businesses disclose CSR information in order to ensure continued access to resources such as customer support and the best employees. It also appears to help attract investment, which potentially leads to higher share prices and higher firm values.

Reporting information about CSR even in bad situations can have a positive effect, says Professor de Villiers. “After the 2010 oil spill in the Gulf of Mexico, BP, and other oil companies too, began releasing information about their sustainability measures and environmental contributions, in an attempt to convince shareholders that there was minimal risk to future cash flows.”

The researchers found that at country level there’s a higher likelihood to disclose higher levels of CSR where there are greater investor protection measures, higher levels of democracy, more government effectiveness, higher quality regulations, more press freedom.

“At firm level we found businesses are more likely to disclose high levels of CSR if they are larger and more profitable, have higher book-to-market ratios, are more highly leveraged, have older assets, spend more on capital, and operate in environmentally sensitive industries,” says Professor De Villiers.
Good evidence that you can stick with co-operative principles and still be a successful innovative business.” – Professor Clark

Co-operatives and business models

It is estimated that around the world co-operatives provide employment for more than 100 million people and span a wide range of industry sectors including financial services, agriculture, retailing and wholesaling.

Professor Delwyn Clark is part of an international research group that has been studying the business models of a myriad of co-operatives around the world. They recently published a research handbook called Sustainable Co-operative Enterprise: Case Studies of Organisational Resilience in the Co-operative Business Model.

Her own research took her to one of New Zealand’s largest and leading agricultural co-operatives LIC (Livestock Improvement Corporation) where she examined how LIC provides value to shareholders by increasing the productivity and production capability of dairy farms.

“Co-operatives have been around since 1750 and I was curious to know how a co-op operates and innovates within a modern corporate business framework,” says Professor Clark.

“LIC provided me with good evidence that you can stick with co-operative values and principles and still be a successful innovative business. Every decision they make gets linked to their purpose.”

Professor Clark looked at the core components of a co-operative business model: purpose, profit formula, key resources, key processes, governance and share structure. “LIC has more than 10,000 members, including 95% of the country’s dairy farmers, and does business in 15 countries. They have had a ‘staircase’ of innovations over time in herd testing and artificial breeding and are world-leaders in these areas.”

She found that LIC spends 25% of its income on research and development. “It’s a co-operative that is future-focused, leading-edge and has a share structure that enables members to achieve extra gains as well.”

Supported by Waikato Management School.
Internet access has become so ubiquitous we’ve come to expect it everywhere we go, all of the time. At the same time, the amount of information available on the internet has grown so much it is becoming increasingly difficult to filter the good from the bad.

But despite this near blanket coverage there are still places where a user is unable to access the web, and there has to be a better way of sorting through the screeds of information generated from an internet search.

One solution, University of Waikato researcher Stuart Dillon says, is WiPo, or Web in the Pocket, where relevant data is gathered, curated and fed to a device and remains available even if the device is located somewhere without data coverage.

Dr Dillon says curated data, with criteria determined and entered by the user, could supply more worthwhile, detailed and specialised information at a time when the amount of data available has become almost too much to handle.

Dr Dillon’s research has looked at three scenarios where WiPo would prove helpful: search and rescue, tourism, and health.

He uses the hypothetical example of a tourist wanting to travel through a mountainous region without internet coverage, but still wanting access to information on the scenery, flora, fauna and other location-specific information.

Aside from using public websites, the user could also tap into specialised paleobotomy websites and have all the information compiled according to specific user needs. That information would be ‘pushed’ to the user’s smart device and remain available whether or not the device had any internet access.

While the concept has been proven in a prototypical implementation, built in collaboration with the University of Münster in Germany, the next step involves putting the prototype into real world contexts.

Supported by Waikato Management School and the University of Münster.
Migration and wellbeing

Tongan adults migrating to New Zealand are richer, have better mental health and are less likely to smoke, but also have higher blood pressure and feel less socially respected than similar Tongans who do not migrate. Their children tend to be taller and heavier and less likely to have asthma than those who stayed in the islands.

This information has emerged from the Pacific Island – New Zealand Migration Study (PINZMS) which involved surveys of more than 500 households in New Zealand and the Pacific designed to gather information on the broad effect that migration has on families and communities.

The study is headed by Waikato Management School’s Professor John Gibson and much of the interviewing for the survey was done by Dr Halahingano Rohorua.

The researchers compared immigrants who came into New Zealand through random ballot and those who were unsuccessful in the same ballot. “We’ve found that migration brings real welfare gains for host country and country of origin, but in health terms the picture is more mixed.”

The data shows that migrating causes a significant rise in blood pressure, most likely caused by an increase of salt in diets and the greater stress of living in New Zealand, but on the other hand, the mental health of Tongan migrants shows an improvement.

Children left behind in Tonga show a lower height-for-age and weight-for-age in contrast to those who migrate to New Zealand.

Earlier research from the PINZMS study found that seasonal migration also brings benefits to home and host countries and the information helped change policy and banking regulations around sending remittances home.

The researchers are now looking at household situations among migrants.

PINZMS has been funded by the Royal Society of New Zealand’s Marsden Fund, with additional support from the World Bank, Stanford University and Waikato Management School.
Food and medicine: Negotiating the boundaries

As affluent societies focus more and more on healthy eating, claims made by food producers have come under increasing scrutiny. As consumers, we’re quick to blame them for our poor eating choices or their misleading advertising, but what influences their research and development plans, and their marketing strategies?

A three-year Waikato Management School research project, funded by the Royal Society of New Zealand, has sought to find answers to these and other questions in this emerging debate.

“The boundaries between food and medicine are becoming increasingly blurred,” says Dr Alison Henderson. “Nutraceuticals are big business, and manufacturers have to negotiate these boundaries in order to sell product, which can create tensions between doing good and doing good business.”

Dr Henderson has examined a series of New Zealand case studies across different sectors.

In the dairy industry, they’re finding out if an ice cream can be developed to deliver benefits to cancer patients suffering chemotherapy side effects. In the honey industry, products constructed as “natural” are being delivered as health supplements with claims of therapeutic benefits.

In both these cases Dr Henderson says the implications of manufacturers’ decisions are influenced by the scale of the proposed R&D investment and the specific contexts of the marketing strategies.

“The regulatory environment for medicines is much stricter than that for foods aimed at the general consumer, and there are significant variations in regulations internationally. So we need to understand the operating environment for food producers and the context for their decisions as we debate the implications of specific food choices for consumers.”

Supported by the Royal Society of New Zealand Marsden Fund.

“The boundaries between food and medicine are becoming increasingly blurred.” – Dr Henderson
Making palliative care more accessible to Māori

Māori carry a significant and disproportionate health burden in New Zealand, particularly around terminal and chronic illness. Yet there’s been limited use of palliative care services among Māori, despite the government’s efforts to make these services more readily available to the community.

Researchers at Waikato Management School are looking at why palliative care options aren’t reaching Māori, focusing on health literacy and communication.

“Health literacy is more than reading and writing,” says Dr Mary Simpson, a named researcher on the multi-partner research project, which is led by the Rauawaawa Kaumātua Charitable Trust and funded by the Ministry of Health and the Health Research Council (HRC).

“It’s about health professionals’ approach, making sure they avoid medical jargon, know how to converse with non-experts, ask questions and act in a culturally appropriate way. It’s also about kaumātua and whānau capacity to engage with health professionals and wider community to benefit their health.”

Working closely with health practitioners, Māori community groups and other academics, Dr Simpson and Professor John Oetzel have interviewed kaumātua and conducted focus groups with supporting whānau and palliative care workers, and also reviewed palliative care brochures.

In consultation with kaumātua and whānau, the researchers are developing a culturally appropriate health communication model for health professionals.

“Palliative care workers in hospitals and hospices don’t always know how to communicate with different cultures, but our research shows they’re keen to find out,” says Dr Simpson. “This project will help make palliative care more accessible to Māori by tackling some of the communication barriers we’ve identified.”

Supported by the Ministry of Health and the Health Research Council.
Impacts of liquor outlets

New liquor laws came into force in December 2013. The new laws have increased the ability of communities to have a say on local alcohol licensing matters and allow for local-level decision-making for all licence applications.

For that to happen, local authorities need evidence to back-up decisions when granting or refusing applications.

Waikato academics are part of a team studying the impacts of liquor outlets on New Zealand’s North Island communities. Economist Dr Michael Cameron and social scientist Dr Bill Cochrane from Waikato first studied liquor outlets in Manukau and Hamilton, and this led to the wider study also involving Dr Craig Gordon from the Health Promotion Agency and Dr Michael Livingston from the Turning Point Alcohol and Drug Centre in Melbourne.

What the researchers have found is that off-licence liquor outlets tend to be located in areas of high population and high deprivation, and are associated with significantly higher levels of crime, including violence, sex, drugs, alcohol and property offences, and motor vehicle accidents. The relationships are strongest for bars and night clubs, and the strength of the relationships vary significantly across the North Island.

Dr Cameron and his colleagues looked at six years’ worth of data; every police event – several million events in total – finding out where and where incidents happen and whether incidents increase as on- and off-licence density increases.

“We have also looked at what outlets charged for drinks and how late they stay open,” says Dr Cameron. “In the poorer areas, drink prices tend to be lower and outlets tend to open later, and this is in areas that already suffer from an excess of social harms.”

The research has led to a number of important policy changes, having been used by the Law Commission in its review of the alcohol legislation and by many local councils in the development of Local Alcohol Policies. The research team intends to extend its analysis to the South Island.
Innovation and productivity – what’s stopping us?

New Zealand’s economic performance is something of an enigma. The country is ranked number one out of 144 countries in three categories of important growth fundamentals – ease of setting up business, investor protection and fewest trade barriers – but we’re way down the pack when it comes to economic growth, productivity and process innovation.

Professor Les Oxley and colleagues in Canterbury and the Netherlands have been trying to find out why we struggle with growth and innovation.

“Our research has found that at the firm level, age and size, production capacity, product characteristics (diversified or specialised), and how the company chooses to spend its money all influence productivity and innovation,” says Professor Oxley. “Investment is critical for a firm’s innovation performance – in R&D, in technology and plant and machinery.”

The researchers found that external issues such as geography, market structure and the business environment have much less of an influence, but firm-level innovations in New Zealand are highly dependent on local market demand and a firm’s ability to develop new technologies.

“New Zealand firms are typically very, very small so many newly produced products fail to secure a large enough domestic market to attain either economies of scale in production or sufficient local demand to lead to product refinement and development prior to any global launch,” says Professor Oxley. “Niche and small doesn’t have significant impact on the economy or national productivity.”

However, geography likely does matter when it comes to creating a critical mass of R&D capacity in New Zealand, which suggests an input for government involvement to maintain and support these core activities, says Professor Oxley.

Supported by the Royal Society of New Zealand’s Marsden Fund.

“Investment is critical for a firm’s innovation performance – in R&D, in technology and plant and machinery.” – Professor Oxley
“Creativity is a skill that can, and must, be taught and developed, rather than suppressed and discouraged.” – Dr Kilgour

Time to get creative

New Zealand is noted for its creativity and its No 8 wire, can-do attitude. But while we’re pretty good at coming up with new ideas and solutions to problems, when it comes to expressing those ideas, things aren’t so good.

And when it comes to expressing new ideas, “unless you present it well, forget it”, Dr Mark Kilgour says. His research is in the area of creativity and innovation, the creative thought process and how to improve it.

New Zealanders need to be better at creative thinking. “We need to stand out and be different, do things differently to others.” By doing that, new markets can be created, he says, and that’s good for the economy.

Dr Kilgour says creative thinking is a skill which can be improved, but it’s a complex process. What makes it even more difficult is that different techniques to improve creative thinking can lead to different results.

The creative thought process can be broken into four parts: problem definition; divergent idea generation; idea evaluation and refinement; and idea expression.

“How we define that problem is quite central.” Dr Kilgour says part of the challenge is that at school, children are taught that there’s only one correct answer, when that’s not the case.

“Creativity is a skill that can, and must, be taught and developed, rather than suppressed and discouraged; which is currently evidenced in most education systems around the world.

“Good creative organisations continuously say ‘the status quo is not good enough’, they look at the situation and say ‘what’s the problem here?’”

From that definition, ideas can be generated to provide possible solutions, which can then be evaluated and refined before the new idea can be successfully expressed, the area Dr Kilgour says needs most attention in New Zealand.

“New Zealand is really poor at that,” he says.

Much of Dr Kilgour’s research is done in advertising agencies around the world, developing an understanding of creativity from the outliers, the extreme creatives, and using that knowledge to develop better creativity training techniques.
Tourism research collaborations between China and New Zealand

Chinese tourism to New Zealand is booming. In April 2013, a record 200,600 Chinese visitors landed in New Zealand, up 3% from the same time in 2012 and beating the previous record April high of 197,800.

Professor Chris Ryan is leading a collaborative tourism research programme which aims to build closer contacts between New Zealand and Chinese tourism researchers and operators through co-operating on joint research projects.

“We will work with industry and other stakeholders, such as the New Zealand-China Friendship Associations, to further the interests of members in ways that benefit both China and New Zealand and foster the development of tourism in a sustainable and ethical manner.”

The research team already has contracts with organisations such as Tourism New Zealand, Christchurch Airport and other tourism operators.

One research project has examined souvenirs being sold to Chinese tourists after concerns were raised about both the price and quality of the products, and other issues, such as tourism operators taking tour groups to favoured stores.

Another project involves working with South Island marketing organisations to find out which type of South Island imagery is most effective in attracting Chinese tourists.

“Chinese tourists are shown images of the South Island and asked which they prefer and why,” he says.

There is further co-operation planned to support exchanges between staff and students and helping industry by publicising research findings.

Aside from Professor Ryan, other staff working on this tourism research programme include professors Cui Xiaoming, Gu Huimin, Zhang Lingyun, Xu Honggang, Wang Lin and Jigang Bao, Associate Professor Tim Lockyer, Dr Ma Xiaolong, Dr Sun Minghui and Dr Chao (Nicole) Zhou.
Agribusiness going global

The push to ‘go global’ is strong in New Zealand – but very difficult. Analysis of New Zealand businesses that are successful overseas shows that huge time and money is involved. It also shows that what is presented as ‘the New Zealand system’ has been adapted for local environments.

“With only 4.5 million people in New Zealand, it is clear that economic development will require engagement with overseas consumers,” says Jacqueline Rowarth, Professor of Agribusiness at Waikato Management School. “Beyond primary production, pressure has been put on the agricultural sector to find ways of commercialising knowledge overseas.”

Professor Rowarth has been working with Waikato Management School senior students examining different aspects of ‘going global’ to identify critical success factors, as well as common pitfalls. Slow growth, establishing infrastructure support, and then developing the value chain is a path to success, whereas a grab for resources, or expecting locals to understand New Zealand concepts of animal welfare and environmental management, is not.

Of further interest was the concept of added value products. Some companies have clearly identified markets and are building product-market relationships; but the return to the shareholder was difficult to see. In all cases the attempts at going overseas have been supported by significant backing from New Zealand and in rather too many cases significant money has been lost.

“The overall challenge of moving into a new country was summed up by an industry expert. He suggested that when examining an overseas venture ‘Halve the profit, double the time and triple the risk. If it still looks good – go for it.’ It is advice that can be applied in many situations – not just agribusiness and not just overseas,” says Professor Rowarth.

Supported by Waikato Management School.

Slow growth, establishing infrastructure support, and then developing the value chain is a pathway to success, whereas a grab for resources ... is not.
Supply chains can be complicated and even more so in agri-industries where the weather can sometimes wreak havoc for producers and when the chain has many international links.

One of Economics Professor Frank Scrimgeour’s many research projects is supply chain resilience in New Zealand’s primary industries. “In the primary industries the supply chains are by and large export supply chains, and we could be connecting better – with markets and consumers and – making better use of IT to help us do it.”

Professor Scrimgeour says there have been instances lately where the supply chain has not worked as it should; such as the Zespri subsidiary found guilty of being an accessory to customs fraud in China, and the meat on the wharf incident, also in China.

“It’s important to get it right first time once the product leaves the farm gate, so I’m exploring a number of issues that affect the supply chain and ways to make it move better. There are a number of aspects to consider regarding governance in the sector, the levels of engineering and science capability and the characteristics of overseas markets. What’s clear is that an efficient supply chain has a variety and diversity of expertise.”

Professor Scrimgeour says another important factor he’s looking at is financing supply chains. They require investment, but what are the options? Fonterra for instance has opened up its share-buying to the public, and he says politics also plays a factor. “Gone are the days when Cabinet was full of farmers and producer board representatives, so the sector has to find new ways of engaging politicians to ensure its interests are met appropriately.”

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The value of experiments

Drs Steven Tucker, Dan Marsh and Graeme Doole are working with DairyNZ to investigate the farm-level effects of agricultural policies by employing the methods of “test bedding” alternative proposals for farm and catchment level regulations aimed at improving water quality.

Test bedding is done in an experimental economics laboratory at Waikato Management School. Experimental economics involves creating a scenario where people are asked to make decisions when as much of “real life’s” complexities are removed as possible, so participants have to focus directly on those factors that influence behaviour attributed to a specific theory being tested.

Dr Tucker creates experimental designs – or a simplified economy – in order to address and test an economic research question in a controlled, specifically designed environment where human subjects make decisions with real monetary consequences.

“Working in such a controlled environment helps us learn how and why humans as either individuals or groups react in a certain way because of their environments,” says Dr Tucker. “And by taking away all those outside influences allows researchers to improve existing theories via rigorous testing, revising and re-testing; and by observing the behaviour in these controlled environments, researchers can also create new theories based upon observed empirical regularities.

“It’s also a quick and cost effective way to observe any potential ‘flaws’ in a policy prior to incurring any costs to society.”

The research aims to provide an improved understanding of the effect of alternative approaches to allocation of nutrient discharge allowances and rules governing trade or exchange of these allowances.

For DairyNZ, the researchers will assess nutrient allocation and trading mechanisms using experimental economic methods to assess how people are likely to behave if such policies are implemented. This data on people’s behaviour will then be used to identify allocation and trading mechanisms that best meet the needs of the dairy industry and the wider community.

Supported by DairyNZ and Waikato Management School.
We are engaged in world-leading theory and practice-relevant research within all of the core management disciplines, and in a wide range of multidisciplinary projects. An overview of the main areas of research expertise in each of our eight departments is provided below.

Research Expertise

Accounting

Discipline expertise
» Accounting education
» Accounting standards
» Accounting theory
» Auditing and accountability
» Financial accounting
» International accounting
» Management accounting
» Taxation.

Multidisciplinary expertise
» Business and corporate social responsibility
» Small and medium enterprises
» Sustainable economic development.

Economics

Discipline expertise
» Agricultural economics
» Development economics
» Economic modelling and econometrics
» Environment and resource economics
» Experimental economics
» Industrial economics
» International business economics
» International financial trade
» Labour economics
» Macroeconomics
» Microeconomics
» Urban and regional economics.

Multidisciplinary expertise
» Agbio sector
» Business and corporate social responsibility
» Environmental sustainability
» Health sector
» Information and communication technology uptake and impacts
» Sustainable economic development.
## Finance

**Discipline expertise**
- Agribusiness
- Corporate finance
- Financial analysis and modelling
- Financial markets and institutions
- International finance
- Investment and risk management
- Small business finance.

**Multidisciplinary expertise**
- Corporate governance
- Information and communication technology uptake and impacts
- Small and medium enterprises
- Sustainable economic development.

## Management Communication

**Discipline expertise**
- Conflict communication
- Discourse analysis
- Health communication
- Intercultural communication
- Interpersonal communication
- Media and visual communication
- Organisational communication
- Political and social rhetoric
- Public relations
- Science, technology and communication
- Strategic communication.

**Multidisciplinary expertise**
- Business and corporate social responsibility
- Critical management studies
- Gender studies
- Information and communication technology uptake and impacts
- Management education
- Sustainable economic development.
Management Systems

**Discipline expertise**
- Decision-making
- Electronic commerce
- Information systems management
- Information technology
- Knowledge management
- Manufacturing management
- Quantitative analysis
- Supply chain management.

**Multidisciplinary expertise**
- Information and communication technology uptake and impacts
- Management education.

Marketing

**Discipline expertise**
- Advertising
- Consumer behaviour
- Market research
- Marketing strategy
- Relationship marketing
- Services marketing
- Sports marketing
- Social marketing.

**Multidisciplinary expertise**
- Business and corporate social responsibility
- Management education
- Small and medium enterprises.
Strategy and Human Resource Management

Discipline expertise
» Careers
» Employment and industrial relations
» Entrepreneurship
» Human resource management
» International management
» Organisation and management theory
» Organisational behaviour
» Social enterprise
» Strategic management
» Strategic networks and clusters.

Multidisciplinary expertise
» Business and corporate social responsibility
» Corporate governance
» Critical management studies
» Gender and diversity in organisations
» Information communication technology
» Management education
» Small and medium enterprises
» Sustainable economic development.

Tourism and Hospitality Management

Discipline expertise
» Cultural tourism
» Hospitality management
» Hospitality services
» Indigenous tourism
» Tourist behaviour
» Tourism economics
» Tourism modelling and forecasting
» Tourism policy and planning.

Multidisciplinary expertise
» Business and corporate social responsibility
» Information communication technology
» Management education
» Small and medium enterprises
» Sustainable economic development
» Tourism sector.
Our staff are involved in multi-disciplinary research projects on issues such as sustainability, productivity, information technology, health, economic development and agribusiness.

Waikato Management School works with a broad range of industry, business and government organisations and we are always keen to establish new partnerships.

We are happy to talk with you about your research needs and opportunities, and how our work can contribute. If you would like to find out more about our research activities or to organise a meeting, please contact us:

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You can find out more about our research by visiting our website: www.management.ac.nz