

# RESEARCH REPORTER

Faculty of Business Research Newsletter | Issue 2 Summer 2015

## *Research with impact*

**The Duckworth-Lewis Method**



**MAKING A DIFFERENCE TO BUSINESS**



# Hello and welcome...

...to the second edition of Research Reporter. This publication showcases examples of the research activities taking place in the Faculty of Business at Oxford Brookes University.



The faculty's growing international reputation for research has been confirmed with the publication of the Research Excellence Framework (REF) 2014 results. The REF is the new system for assessing the quality of research in UK higher education institutions, where research is submitted into Units of Assessment (UoA) covering 36 different topics. All across the UK research outputs, environments and impact are assessed and decisions are made concerning the amount of funding each institution will receive.

Research from across the faculty was submitted into the 'Business and Management' UoA. The REF results show that 96% of this research is 'internationally recognised', with 58% judged to be of 'world leading' quality or 'internationally excellent' and a Grade Point Average score of 2.65 (out of a possible 4).

These results show a developing research culture within the faculty and are a testament to the hard work that everyone has put in over the last six years.

In this edition of Research Reporter we feature one of the fascinating impact case studies that helped us to significantly improve our results. This relates to the Duckworth-Lewis method, developed to assess the outcome of interrupted limited-overs cricket matches. We are also fortunate to be able to hear from one of our professors who sat on one of the REF panels.

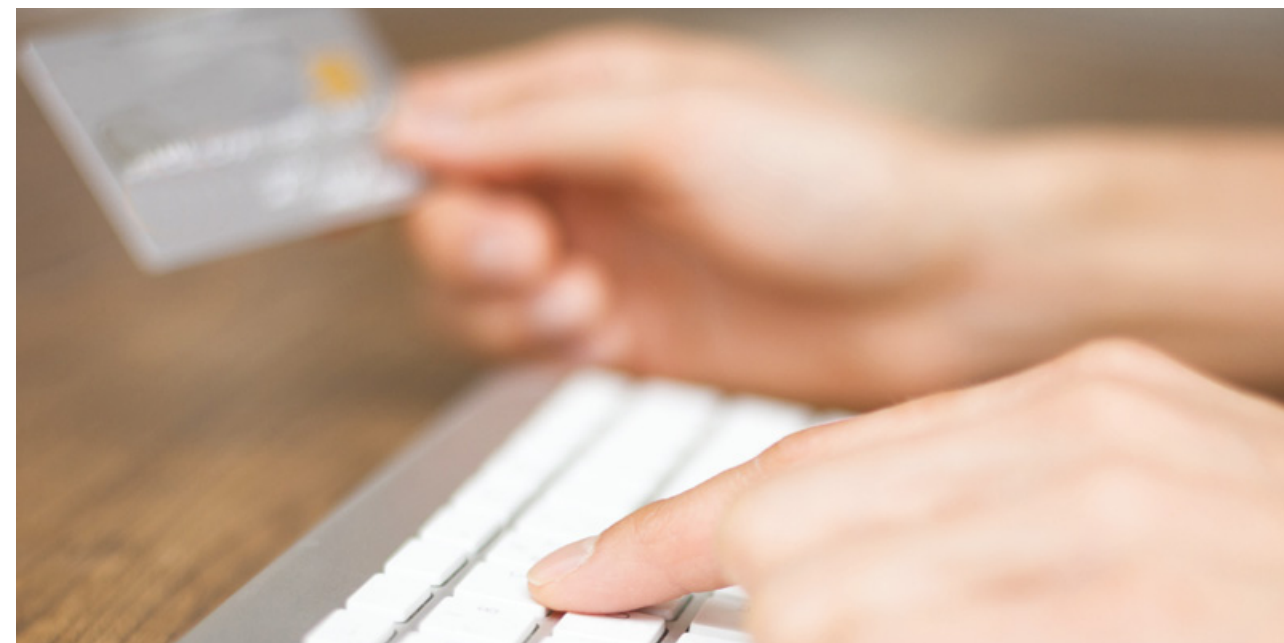
There is an article featuring unique research happening in the faculty on political marketing as well as articles on issues regarding management consultancy and national privacy. We also introduce you to our Research Lead in Business and Management.

**Dr Louise Grisoni,**  
Associate Dean, Research and Knowledge Exchange

**"The staff are really supportive. I enjoy the seminars as they give you the opportunity to meet other research students and share your interests."**

*Aisha Kolawole, 150th anniversary PhD scholarship student, Department of Business and Management*

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## Surveillance, consumer data and the war on terror

The government's increasing requirements for businesses to support national security programmes has had significant implications. **Dr Ana Canhoto's** new, co-authored book helps businesses prepare for the challenges they may face.

If you have flown in and out of the UK in the last couple of years, you might have noticed that you need to provide the airline with your passport details well ahead of departure, unlike when you travel between other destinations.

Likewise, you may have noticed an increased amount of scrutiny from your bank about the funds entering or leaving your account. These behaviours are the result of new regulations that have been imposed by the UK government on commercial organisations, as part of its initiatives to combat crime and terror.

In order to support national security programmes, more and more businesses are required to share information such as customer behaviour. However, our research shows that these requirements are not in favour of the businesses' commercial interests.

For instance, those surveyed in our study have been forced to buy

expensive information systems in order to collect and process the required data. This has impacted on the businesses' profit, the shareholders' income, and has meant changes to the products' prices.

It has also impacted on operations and ways of working, what customer information is collected or how certain transactions are handled.

We spoke to organisations who felt the requirements have created delays in their service delivery and impacted negatively on customer satisfaction (some customers have found the data collection intrusive).

The requirements have also created tension amongst staff and additional work requirements, particularly for those in a customer facing role. Many participants also felt that the requirements conflict with the nature of their jobs, such as the emphasis on privacy and secrecy that are characteristics of the financial industry.

Institutions deemed to have made a sub-par effort in complying with the regulations are liable for heavy fines or even imprisonment. So, over time, firms have found ways of adapting to the government's surveillance requirements.

Some firms have even managed to use the heavy investments and process changes to their advantage. For example, as a source of additional customer insight, or as an opportunity to provide superior customer service.

As more and more business sectors are enlisted in the government's efforts to fight crime and protect national security, other organisations will be facing similar issues. Our new book **The Private Security State? Surveillance, Consumer Data and the War on Terror** can help organisations understand the challenges that they will face, and prepare for them.



# Enabling fairer cricket outcomes across the world

Three impact case studies were submitted to the REF and overall, 100% of the faculty's research impact cases were rated as 'world leading' or 'internationally excellent'. This includes the Duckworth/Lewis Method case, which has had global impact.

Understandably,  $Z(u,0, \lambda) = \sum F(w) \lambda^n(w)+1 \{1 - \exp(-\sum \ln(w)F(w))\}$  is unlikely to make sense for the majority of people. However, as the Duckworth/Lewis (D/L) Method it has come to be known by millions of cricket fans around the world.

In 2004, whilst Dr Antony Lewis was employed as a Senior Lecturer by Oxford Brookes, he co-authored an article with Dr Frank Duckworth who worked at the University of the West of England. The article reviewed the robustness of their original D/L Method whilst providing fuller details of the model behind the method.

The article confirmed the D/L Method's suitability for use in interrupted limited-overs cricket matches but also indicated a need to update the model's parameters.

The D/L Method Professional Edition made advances over the original formula by improving the parameters where the total run target was above average. This refinement of the original led to widespread publication, dissemination and endorsement, and demonstrates the diverse applications of academic research.

It is now the standard adopted globally by the International Cricket Council for resetting the total run target for interrupted limited-overs cricket matches. It enables fairer outcomes for matches affected by the weather or other conditions and examples of this can be seen in the recent **2015 Cricket World Cup!**

'The Duckworth-Lewis Method' is now an accepted part of everyday language and used as an allegory for complexity. Additionally, an Irish pop group featuring Neil Hannon from The Divine Comedy took this name and produced two 'cricket concept' albums, the first of which was nominated for an Ivor Novello Award.

Whilst sometimes controversial, and occasionally questioned, the D/L Method's important contribution to cricket has increased the awareness of the value of mathematical sciences in areas far removed from both academia and cricket.

For more information on this and the other impact case studies that were submitted, please visit the **REF 2014 web pages**.



We were pleased to have **Prof Chris Cooper**, from the Department of Business and Management, on the REF 2014 panel. When talking about his experiences, he said:

I was fortunate to be invited to sit on one of the REF panels. These panels assess the research writing, impact and environment of the research done in every subject in every university department in the UK.

It was my role to assess tourism research. This included the tourism research that had been submitted to the business and management panel.

It was a privilege, as well as a huge responsibility, as the assessments we made as a panel directly translate to funding for universities and departments. Effectively we were the custodians of the subject area – poor assessments translate into reduced funding and esteem.

However, unlike in previous years there was a very robust system of cross-calibration of our scores with other panels. This guaranteed, as far as possible, that rogue assessors and sub-panels could be identified and their scores adjusted.

Early in the process I agonised over the scoring of journal papers and impact case studies but a few months in, after scoring almost 400 papers and many impact case studies, I had the measure of what was 'outstanding' and what had 'reach'.

The whole process left me with confidence that the assessments of research were accurate. The process was robust and the panel I sat on was constantly supportive of the work assessed, and with the residential meetings we got to know each other well and worked as a team.

Of course, the other benefit is that I am now fully aware of the research in my subject area and the future research agendas of the leading departments – a truly privileged position to be in!



# Political Attack Marketing

**Professor Janine Dermody** from the Department of Marketing, discusses her unique research on the marketing of British general elections and its impact on young first-time voters and the reputation of marketing.

If you are intrigued and would like to find out more, then please do get in touch: **[jdermody@brookes.ac.uk](mailto:jdermody@brookes.ac.uk)**

In the British general election year many of you will have exercised your right to vote. Why?

Let me ask the question another way. Why would you buy from a salesperson where the market sector has been so lambasted by the competitive tactics of its players that you regard all of them with suspicion and mistrust?

I ask because as a nation, Britain is more suspicious and distrusting of its politicians now than at any previous documented point in history. Politicians are perceived as liars who break their promises to serve their own self-interest and not the interests of those they have been elected to represent. There is little trust and a lot of distrust.

Enter political marketing, which helps to fuel this electoral disenfranchisement and in turn is shaped by the machinations of politicians and their agents as they fight to win elections at any cost.

Viewed in this way, why do people vote? What are you attempting to buy? Democratic ideals? Hope for a better future? Promises that serve your own/your family's interests, regardless of anyone else? Are you buying for the "I" or the "we"? Are you buying the party, the politician or the leader? Are you choosing based on who you distrust the least rather than whom you trust the most?

How useful do you find the election messages in helping you choose; particularly those that attack the personal character of politicians and their policies? And what if you are experiencing an election for the first time as a young voter? How trusting, cynical or empowered would you feel, and would this influence whether you voted or not?

These questions are central to my research on British election campaigns and youth electoral engagement. I have been exploring them empirically since 2001, so I guess I should be able to answer them by now! In reality I have partial answers; the psychology of political engagement and establishing message effects is complex (and yes I accept every academic argues this).

I focus on youth because they are the most disengaged of all British electoral segments. They are a significant marketing challenge and of major consideration to policy makers concerned with youth political wellbeing and the future legitimacy of liberal democracy.

Ultimately I am trying to understand if the British youth electorate possess pro-political self-identity, embodied in their political trust, distrust, cynicism, efficacy and behaviour as a 'critical citizenry'. I then look at how this is manifested and if/how election messages directly or indirectly mobilise, inform, or persuade them. This enables me to critique how marketing is utilised in election campaigns, particularly the use of policy attack messages.

My research on the campaign strategies of British elections signals that politicians are not interested in (re)building the trust of the British electorate, regardless of their rhetoric. They neglect positive messages that convey hope for the future. They use attack messages that are designed to engender fear and anxiety and thus demobilise non-loyal voters.

Their ultimate ambition is to win the election, even if this undermines the credibility and trustworthiness of politicians, parties and government. Interestingly when I ask my interview participants about trust-building strategies, I get some very blank looks and very bland responses.

My findings on the youth electorate prove policy and personality attack election messages affect both their trust and distrust of parties and candidates. Our small and very brittle youth critical citizenry is being eroded, to be replaced by ardent cynics who are politically suspicious, distrustful and disenfranchised.

However, before and during the 2015 British general election there was a strategic formulation of positive and evidential, information-rich marketing messages that utilised the strategies of trust (re)building. These messages seem to have resonated with 18-24 year olds as 60% of this age group registered to vote and estimates show 58% of them voted. This is the highest turnout recorded since 1964, and 20% higher since 2005.

But all is not well with this age group's relationship with politics. A lack of regulation facilitates message executions that would be banned in other contexts; hence it is interesting to witness how vicious the marketing campaigns have become. I'll report back once I have emerged from the fallout.





# *Is management consultancy on its way out?*

**Dr Nick Wylie, Senior Lecturer in Business and Management, and co-authors Professor Andrew Sturdy (University of Bristol), Christopher Wright (University of Sydney) talk about their new book *Management as Consultancy*.**

We're all familiar with the popular image of the management consultant: A sharp-suited, ideas machine that parachutes in, identifies 'synergies', encourages job cuts, and maybe gets your boss to take you on a raft-building, motivational exercise in the Welsh hills.

If that's your experience, then the good news is that these external agencies could be on their way out. Don't cheer for too long though, as this is only down to company bosses enthusiastically buying into some of the key concepts of the industry.

Our new research into the changing nature of management details this internalisation of consulting. Management work appears to be becoming less hierarchical and more market and change oriented.

One way this change is happening is through the adoption of external management consultancy models, which we call 'management as consultancy'. This is happening through three different routes.

Firstly, large organisations are recruiting former external consultants into management positions, especially those from blue chip consulting firms. This has resulted in the growing diffusion of a particular approach to managing, using rigid change methods and project management tools.

Secondly, management groups within organisations, such as information

technology, accounting and human resources are reinventing themselves as consultants. The aim is to enhance their occupational status by borrowing the prestige of external consultants. However, there is stigma as well as status attached to the management consultant identity.

The third route is the extension of what was once termed 'internal consulting units'. They are now re-branding as 'programme management' and 'performance delivery'. However, subject to the whims of new CEOs or waves of job cuts, they may still have a precarious existence. One such consultant manager pointed out: 'We don't actually have proper jobs. If they abolished us tomorrow, what would change?'

Despite such pessimism, these units can thrive for years. And even if they are cut, they often re-emerge in different parts of the organisation with a new name.

Taken together, the result of these changes is an emerging group of 'consultant managers', which have important implications for the future of management.

For example, if management groups such as human resources take on a consulting identity, they risk becoming dispensable. Also, while some consultant managers may appear more professional, they can lose accountability, much like external consultants.

## **A dying trade?**

The rise of the 'consultant manager' also has implications for external management consultancy, which has become a global multi-billion dollar industry. At top level, consultants are seen as 'masters of the universe', shaping business organisations and governments across the world.

However, business commentators have highlighted a range of disruptive threats to this model, including the 'small armies of former consultants' being hired by businesses directly. Our research echoes this point, but also highlights how management consulting is not so much a successful, elite profession, but a type of management.

If the trend towards management as consultancy continues, then external consultancy risks both substitution and de-mystification. It would be as if the success of management consultancy has paradoxically led to the demise of the external consultant, if not the death of those motivational weekends in the Welsh hills.

Whatever happens, management consultants should not be seen as influential outsiders but as part of the management mainstream.

A version of this article has been published in [theconversation.com](http://theconversation.com).





Pic: Gwoail / Shutterstock.com

## Spotlight on:

### Dr Juliette Koning, Research Lead and Reader in the Department of Business and Management

Dr Juliette Koning significantly contributes to the diversity of the Department of Business and Management through her unique anthropological approach to the subject. Juliette's academic interests have seen her spend vast amounts of time in South East Asia, particularly Indonesia, researching ethnic groups in this region and how they run businesses there.

She said: 'I approach businesses as part of life; it is almost a social activity. Of course finance, accounting and strategy come in but I tend to look at the people side of things and that's my anthropological background. I'm just curious about how and why people do things and understanding what we can learn from them.'

One of Juliette's current projects

in Indonesia focuses on female entrepreneurship among ethnic Chinese women. Another looks at ethnic Chinese business and identity. She speaks fluent Indonesian and is invited to lecture at universities when she travels there for her research.

Juliette is also setting up an ethnic entrepreneurship study here in the UK. As well as Business and Management, Juliette enjoys lecturing on research methodology to the MA Coaching and Mentoring students here at Oxford Brookes. Her involvement in this field is no surprise, as her supervision style is loudly applauded by her students.

Lely Budhiyanto, who is supervised by Juliette for her PhD and studies the sustainability of family firms in the Indonesian batik industry said: 'Juliette

was the reason I came to Brookes. I met her in Indonesia, she was my friend's supervisor and I heard a lot about her so I remember thinking: I will learn a lot from this woman.'

The supervision of students is one of the many things about research that Juliette particularly enjoys: 'That's where the new things are happening. As a researcher that is where I become excited. I am very passionate about the whole research process.'

Juliette's wide range of research topics include: migration, gender, ethics and sustainability, business and management, identity and religion. If you are interested in doing a PhD with Juliette, please contact her for an informal discussion:

**j.koning@brookes.ac.uk**

# Research in the Faculty of Business

Within the Faculty of Business at Oxford Brookes University we have been building a research culture and expanding our research community with wide-ranging interests in many specialist areas. We have three research centres, which bring distinctiveness to the work of the faculty, and four departments with identified research clusters that bring focus to the subject areas.

## RESEARCH CENTRES

### ASKe Pedagogy Research Centre

Director: **Prof Margaret Price**

The impact of this centre is widespread and influences learning and teaching practices around the world.

### The Centre for Diversity Policy Research and Practice

Director: **Prof Simonetta Manfredi**

This centre takes a multidisciplinary approach linking legal and human resource management perspectives.

### The International Centre for Coaching and Mentoring Studies

Director: **Dr Tatiana Bachirova** and **Dr Elaine Cox**

This centre specialises in coaching and mentoring, education and supervision for coaches and mentors at master's and doctoral levels.

## DEPARTMENTS

### Accounting, Finance and Economics

Research Lead: **Dr Samantha Miles**

Clusters: **Accounting, Accountability and Responsibility; Applied Microeconomics; Applied Macro, Public and Financial Economics; Development and Environmental Economics.**

### Business and Management

Research Lead: **Dr Juliette Koning**

Clusters: **International Strategy; Entrepreneurship, Innovation and Operations; Critical Management Studies.**

### Marketing

Research Lead: **Dr Jackie Clarke**

Clusters: **Brand Strategy; Consumers and Consumption; Digital Marketing.**

### Oxford School of Hospitality Management

Research Lead: **Prof Levent Altınay**

Clusters: **International Business Development; Ethics and Corporate Social Responsibility.**

If you are thinking about **joining us as a doctoral student**, commissioning a market research survey or considering executive education, you will experience a quality research culture in a lively and supportive research environment.





For more information about research opportunities  
and doctoral study in the Faculty of Business

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