

RESEARCH REPORTER

Oxford Brookes Business School | Special Edition 2017 – 2018

OXFORD BROOKES BUSINESS SCHOOL:

Researching current
and future challenges



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HELLO AND WELCOME...

...to this special edition of Research Reporter, which introduces some of the latest research from Oxford Brookes Business School.



We live in changing and challenging times. Brexit, Presidential elections, financial shocks and terrorism have seen the evaporation of old political and economic certainties. Technological innovations, shifting populations and climate change are altering the ways societies organise and evolve. The internationalisation of business and transformation of communications drive a need for clear analysis. Researchers at Oxford Brookes Business School provide new insights into an increasingly complex world, and practical and ethical solutions to some of the most pressing challenges.

As nation-states struggle to respond to the forces of Globalisation, our researchers are investigating the growth of private security firms. We examine the nature of state intelligence, and structures of power and control. As Britain prepares to leave the European Union, we look at the practical opportunities for smaller businesses to develop international relations.

Growing populations and increased demands on resources pose challenges of Sustainability. We study environmental threats, and provide potential solutions. We analyse demographic shifts, and the

implications for societies and individuals. Working with fast-growing sectors, including tourism and digital technology, researchers encourage new approaches to development. Our research questions how governments meet societies' needs - and who gets the blame if they don't.

Through collaborations with other universities, government bodies and industry, our projects stretch from the local, to the global. Innovative research methods allow us to map technological developments, and provide insight into their potential uses.

Much of our work centres on Human Challenges. In the field of employment, we partner with major firms to improve the quality and diversity of leadership, recruitment practices and training. We also support the personal development of individuals, with leading-edge research in the field of coaching and mentoring - including the pursuit of happiness! We're engaged with population changes and shifts, which provide both opportunity, and increased threat. We are working to reduce international crime and, with the hotel sector and law enforcement agencies, to reduce human rights' abuses and human trafficking.

We foster Strategic Thinking by partnering with businesses and thought-leaders and challenging entrenched approaches to problems. How, for instance, can individuals and societies be encouraged to take greater responsibility for themselves? What are the patterns of digitalisation, and how can firms use these to plan for the future? What are the drivers of community engagement and customer 'loyalty', and how can industry, organisations and institutions use these positively?

Oxford Brookes Business School embraces change, and we like a challenge. We hope you enjoy reading about what we do...

PROFESSOR SIMONETTA MANFREDI
Associate Dean for Research and Knowledge Exchange

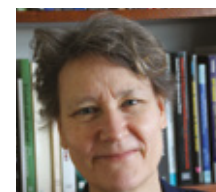


UNRAVELLING THE KNOTS OF GLOBALISATION

Our lives on the planet are increasingly intertwined. A Washington tweet produces immediate effects on Asian markets. An isolated terrorist attack induces heightened security around the world. The release of digital malware brings services worldwide to a standstill. The 21st century is immediate: local and global. Our researchers are unravelling the complex interconnections of trade, transportation and technologies - teasing out the challenges, offering solutions and highlighting opportunities.



ORGANISING FOR SECURITY



The global market for private security services, which include private guarding, surveillance and armed transport, is now worth an estimated \$180bn (£140bn), and is projected to grow to \$240bn by 2020. This far outweighs the total international aid budget to end global poverty (\$140bn a year) - and the GDPs of more than 100 countries (The Guardian online, 12th May 2017).

Against the backdrop of the growing global market for private security, Professor Juliette Koning is helping provide a better understanding of how security is organised, regulated and perceived. Current research focuses on two leading countries in the field, South

Africa and the UK. Both facilitate the 'export' of private security overseas. Starting in spring 2017, Juliette has been conducting in-depth interviews with private security companies, law enforcement agencies, local governments and customers.

The security industry's growth is in response to growing demand, which is partly due to changing perceptions of the world as a less safe space, and the changing nature of crime, including terrorism and cybercrime. At the same time, the global neoliberal climate has seen states retreat from public tasks, including security. According to The Guardian, 'At least half the world's population lives in countries where there are more private security workers than public police officers.'

Juliette says, 'The security sector has not always received positive attention, but we are providing a much more in-depth contextual analysis. Interviewees are sharing their experiences of how

they entered the industry, what they think the major challenges are, and their thoughts on how they contribute to safer societies.'

This interdisciplinary project (including law, political science, organisational studies and military sciences) is a collaboration between Oxford Brookes Business School, The Centre for Trust, Peace and Social Relations (Coventry University), and the Security Institute for Governance and Leadership in Africa, (Stellenbosch University).

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www.brookes.ac.uk/maritime-dimension-of-transnational-organised-crime/





STATE INTELLIGENCE: LESSONS FROM THE RENAISSANCE



From Wikileaks to electoral interference, 'intelligence' affects all our daily lives. But data collection and the manipulation of information is nothing new, as Dr Ioanna Iordanou's current research reveals. She is studying espionage in 16th century Venice.

'It's fascinating to examine one of the first documented intelligence structures. Renaissance Venice's centrally organised state intelligence service offers lessons into the strategic thinking of states in an era when rationality and technological advancement had not been established as the leading drivers of economy and society.'

Venetian authorities perpetuated the notion that the common good was more important than personal interests. For this reason, they engaged Venetians and foreigners who were not permitted to be directly involved with politics in politically charged activities, such as openly spying against, and denouncing those who threatened the security of the state and its people.

The research, which involves the examination of hundreds of handwritten documents housed in several archives in Venice, the Vatican, Simancas, and London, has allowed Ioanna to develop her own investigative skills.

'After two years of searching through 'classified' information, I managed to identify the state-sanctioned assassin

operating under the alias 'Captain TREC'. It was unbelievably exciting. (The interested reader will have to wait until my book is published to find out more!).'

In addition to uncovering Renaissance James Bonds, Ioanna's work has relevance for the 21st century,

'How could an organisation spread over such a vast landmass be run so seamlessly, via letters, by a committee of a few individuals? I aim to uncover the link between organised conflict, systemised intelligence, and the development of organisation.'

She is keen to challenge the widely accepted view that state-organised security is characteristic of the modern state, developed to serve military and political purposes.

'By focusing on Renaissance Venice's acute commercial and business acumen, I pose the thesis that systemised intelligence, at least in a commercially dominant state like Venice, was primarily developed in the early modern period (that saw the first age of globalisation) to protect economic interests.'

The question of who pays for and benefits from surveillance and espionage couldn't be more pressing.

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DESTINATION EARTH: TOURISM IN THE 21ST CENTURY

The Centre for International Tourism and Events Management Research (CITEM) led by Professor Levent Altinay is dedicated to international and interdisciplinary research in tourism, hospitality and events. The visitor economy is one of the world's fastest-growing sectors, and its expansion represents opportunities and challenges for communities across the globe. By adopting a research agenda addressing social, economic and environmental issues, CITEM aims to investigate the biggest questions facing industry, governments and civil society.

How, for example, might hospitality services contribute to the wellbeing of elderly populations, whilst adding economic value to the sector? CITEM's recent research in Hong Kong seeks to elicit solutions to the global challenge of an ageing population. Another important stream of work investigates adaptation planning for tourist destinations vulnerable to the effects of climate change. The British Council is also supporting CITEM's practical research into opportunities for creative engagement and women's entrepreneurship in developing countries, including Nepal.

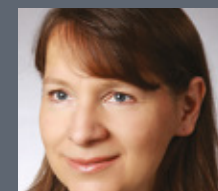
The Centre was founded in 2016 to pursue tourism research and consultancy opportunities with the potential to change the working and living practices of people both in the UK and internationally.

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SMALL - WITH GLOBAL POTENTIAL



It's not just big companies that work in a globalised context. Small and Medium sized

Enterprises (SMEs - companies with fewer than 250 staff) account for nearly half of employees in developed economies, and 99% of businesses in the European Union. They can respond more agilely to change than their larger counterparts and are more consistent job creators over time.

Dr Joanna Karmowska's research provides insight into why and how SMEs internationalise their operations.

'SMEs do much of the heavy-lifting in terms of growth and employment in the global economy, and often drive innovation and change. They venture bravely into international markets, and frequently succeed, despite considerable risks. I'm fascinated by what motivates entrepreneurs, and what supports their success. We need more research into how they develop international connections, overcome resource constraints and reduce risk.'

Her work includes a partnered project into SME internationalisation, covering the Arab Middle East, China, Denmark, India, Poland and UK. She has also organised a Symposium between academics, SME executives and their advisors to share new insights and

ensure academic research addresses business' needs.

'Entrepreneurs are often unaware of academic studies which might support their development. At the same time, academic research often fails to reflect practical challenges faced by smaller companies. This is particularly relevant in the UK: as we move towards Brexit, we need to think harder about how to help small companies forge international links.'

Joanna's work has been recognised with the British Academy Rising Star Engagement Award in 2016/2017.

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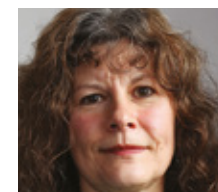


ENSURING SUSTAINABILITY

The Earth's population increased fourfold in the 20th century. As human numbers increase, so do demands on old systems of production and consumption, political organisation and the planet's resources. How do we ensure sustainability in the economic, social and political arena? How do we take account of demographic changes, satisfy current and future needs and protect resources and stabilise communities?



SHOPPING TO OBLIVION?



Can what we consume really help 'save the planet'? What stops us from consuming in a more

environmentally-friendly way? Can marketing be an authentic champion of sustainability? These questions sit at the heart of Professor Janine Dermody's research. She is trying to understand how consumers decipher 'environmental-friendliness' and sustainability, and what switches them 'on' and 'off' when they shop. At a time when climate scientists unequivocally blame overconsumption and production for accelerated climate change, Janine's work also evaluates how green marketing supports, or impedes, consumers' choices.

Using a mix of psychological and marketing theories, Janine looks at different kinds of environmentally-friendly and unfriendly consumer behaviours across cultures, in developed and emerging markets. The ambition is to create a more connected, evidence-based understanding of consumers' lifestyles and so inform sustainability policies and product innovation. The far-reaching research, involving some 7000 consumers across America, China and Europe, has raised unexpected insights, as Janine explains,

'Younger Chinese consumers have become 'shopaholics' who frenetically buy brands with 'green' labels. However, being new to the marketplace they may not be sure of what it means to shop in an environmentally friendly way. They are vulnerable to the suggestion that 'green' purchasing can be unlimited, undermining any advantage of their

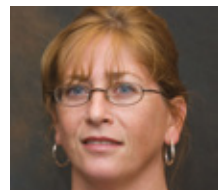
environmental choices. This does not mean they do not care about the pollution or waste consequences of their shopping. Rather, they believe the promises of Western brands and get caught in a web of corporate 'green-washing'. This is a major headache for China's predicted future as a global leader of sustainability.'

India, with the world's second largest population, is next on Janine's country list. But, she is keen to emphasise that consumers, corporations and political leaders in all nations need to work together to tackle the challenges – and the clock is ticking faster than ever before...

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ACCOUNTING FOR VALUE



What do we value? This basic question drives Dr Sam Miles' research in accounting, 'Accounting

might seem a dry subject, but it impacts the lives of everyone - it determines the price of goods, wage rises, investments in staff, tax paid by corporations and pensions. Understanding what we value – literally what we count or measure as part of organisations – can help us appreciate what we need to protect, preserve and sustain.'

Traditionally, Anglo-American accounting models favour shareholders – but business creates value from each and every stakeholder. Accounting for all the parts of an organisation,

and challenging the areas they report on, can help illuminate their responsibilities.'

This ethical dimension is a key feature of Sam's research. For example, accounting currently excludes medium and long-term indirect impacts on ecosystems. She believes there is great scope to contribute to a transformation of sustainability through changing accounting approaches.

'Many accounting firms have been implicated in scandals and accounting frauds, leading to a crisis of legitimacy for the profession. My portfolio of research explores how a stakeholder approach can be applied to accounting (education and practice). I believe it will contribute to more ethical business practices.'

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CHANGE FROM WITHIN



'If we don't adopt new ways of living and thinking about new patterns of production and consumption,

we will literally destroy life on earth, and humanity. Current models of consumption are inherently unsustainable, but there are reforms which can be made which would be both environmentally friendly and more equitable.'

Professor Pritam Singh argues current neo-liberal systems of production and consumption place a huge strain on natural resources, a growing problem of waste, and that, unless we find new economic models, we won't survive as a species.

Alternative economic systems have been tried in modernity but, Pritam suggests, have failed. The planned 20th century economies of Socialism, for instance, epitomised by the Soviet Union, also caused environmental destruction. Pritam is concentrating research efforts on evolving a new eco-friendly theory. He believes the theory, which has gained attraction over the last decade, can help support positive approaches to global sustainability - immediately.

'At individual and institutional levels, choices can be made about modes of consumption and institutional functioning. We can question what we buy, eat or recycle. At the same time what is produced, why and how - from the construction of housing, to solar energy - can be driven by sustainable considerations.'

Pritam also works on ways of bringing diverse international views on economic development together. In summer 2017 he organised a symposium on religion and business in the emerging economies of South Asia with representatives of the major religions of the region – Islam, Christianity, Hinduism and Sikhism. He plans to extend this work with other faiths and NGOs.

'We have to encourage debate, discussion and dialogue about economic development if we're going to find new ways of doing things.'

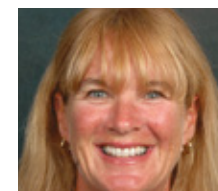
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HUMAN CHALLENGES

Identity politics, social justice and shifting demographics form part of the central research projects of the Business School. Who is benefitting from social change, why and how? How can organisations be fairer and more representative? What are the obstacles to social mobility? How can individuals be happier? And what are the options for those who want to take responsibility for their own personal and professional development?



COMBATTING THE CRIME OF HUMAN TRAFFICKING



Human trafficking, a rapidly growing human rights crime, affects almost every country in the

world. It involves the movement of vulnerable persons through force, coercion or abuse for the purpose of sexual or labour exploitation. Estimates by the Walk Free Foundation (2017) suggest there are roughly 45.8 million global victims who produce annual profits of \$150 billion for their traffickers. As conviction rates for traffickers remain lower than for other major crimes, victims are 'hidden populations', even when trafficked in plain sight.

Dr Maureen Brookes' research helps tackle the problem,

'The hotel industry is particularly vulnerable to trafficking. The Combat Human Trafficking Project sought to reduce this by developing resources to combat the crime. The project was co-funded by the Prevention and Fight against Crime Programme of the European Union. The multi-disciplinary team from the UK, Romania and Finland enabled us to examine the problem from three perspectives; the victim, law enforcement and the business.'

A key output is the Combat Human Trafficking toolkit, which contains practical resources to help hotels identify possible trafficking signals and implement procedures to reduce their exposure to this crime. It offers advice to support victims, maps of trafficking routes, case studies and training materials.

The research has attracted widespread positive attention from hoteliers, police forces, government councils, NGOs and trade unions. The project has received two industry sponsored awards from the Association of British Travel Agents (ABTA) and Smith Travel Research (STR).

'We believe the industry has a clear role to play in the prevention of human trafficking; we are working hard to encourage more hoteliers to make use of this valuable toolkit.'

The toolkit can be downloaded, free of charge, from:

www.brookes.ac.uk/microsites/combathumantrafficking/thetoolkit/

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Co-funded by
the Prevention of and Fight against Crime
Programme of the European Union



DIVERSITY IN POLICY AND PRACTICE

Ensuring greater fairness and representation in organisations is the main focus of the Centre for Diversity Policy Research and Practice (CDRP), led by Professor Simonetta Manfredi.

Research on women and leadership has helped shape the national debate on female under-representation in decision-making roles, challenged current thinking on women's career paths, and provide practical recommendations on how to achieve positive change.

Research frequently cross-fertilises ideas between sectors. For example, the Centre produced the first report of its kind into the exchange of board level female talent between business and academia. Commissioned by the 30% Club and funded by KPMG, it found that movement between the sectors in the UK lags far behind the US. This suggests UK corporations are overlooking potential leadership talent in Higher Education.

Identifying new potential sources of leadership talent underpins the body of work recently produced into Higher Education. Universities contribute over £30 billion to the UK economy, and employ half a million people, but only one in five is led by a woman. The Centre has scrutinized career paths, recruitment practices and the role of Executive Search companies to achieve greater gender diversity.

Sport has also benefitted from the Centre's research, with a ground-breaking report into women in horse-racing, funded by the Racing Foundation and sponsored by Women in Racing.

Providing solutions to the changing nature of society also sits at the core of the Centre's work. An interdisciplinary book, 'Challenges of Active Ageing: Equality Law and the Workplace' (Palgrave Macmillan 2016) explores how firms can adjust their practices to respond to an ageing population and extended working lives.

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COACHING FOR THE FUTURE

Coaching and mentoring are relatively new practices adopted by business and individuals. The International Centre for Coaching and Mentoring Studies (ICCMS), led by Professor Tatiana Bachkirova, conducts cutting-edge research into different dimensions of the disciplines: how individuals are affected; investigation into coaching processes; and evaluation of coaching and mentoring programmes.

The Centre currently leads a project for mapping sources of knowledge-generation for an alliance of the major professional coaching bodies, universities and corporate purchasers of coaching. The project is supported by the British pharmaceutical company GlaxoSmithKline.

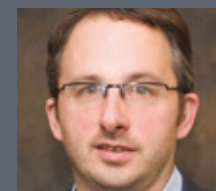
Working in conjunction with Oxford and Reading Universities, the centre is developing a network for mentoring scheme coordinators, to support skills and knowledge. The project is identifying different forms of mentoring, and skills sets, across a breadth of partners, including charities, UNICEF UK and the National Childbirth Trust, and organisations, such as Women in Film and Television.

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HOW TO BE HAPPY



Happiness might seem an unlikely research topic for a Business School, but for Dr Christian Ehrlich, it's one of the most rewarding. Differences in the reasons why people pursue their most important goals in life are a major predictor of their happiness - and Christian's research shows that some reasons contribute more to people's happiness than others. If people pursue goals because they enjoy doing so, or feel they are helping others, they tend to report higher levels of happiness than people who pursue goals for their ego or because they feel they 'should'.

'I aim to show that the phrase 'doing things for the right reasons' is an important human challenge. People quite frequently pursue goals for reasons which are less happiness-enhancing. My research contributes to debates on burnout levels within organisations, and to the wider issue of mental health in general. With the intensification of work, and rapidly shifting patterns of employment, improving, or maintaining people's mental health, is one of the most important human challenges of the 21st century.'

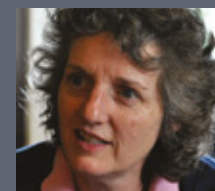
The research is being used to develop a training programme on goals and goal-striving reasons, to help participants increase their happiness.

Christian believes the research is of use for individuals, organisations and businesses and can be summarised with one phrase: 'Be careful what you wish for, but also why you wish for it!'

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SOCIAL MOBILITY



Aspirations and reality do not always align in the world of work, and in the elite professions - law, medicine and the financial services - those from less privileged backgrounds can find it difficult to cut through. Catherine Dilnot's research aims to uncover why this might be the case in the context of the accountancy profession, concentrating on the 'Big Four' firms (Deloitte, Pricewaterhouse Coopers, Ernst & Young, and KPMG).

The firms themselves are concerned to redress these imbalances Catherine explains,

'One has recently shared anonymised graduate applicant data with us, and another is in the pipeline to do so. Such individual level data, including information on social background now collected as part of the equal opportunities section of online job application forms, hasn't been available to researchers before. It means we can examine the different characteristics associated with success in application and where in the process applicants from certain backgrounds tend to be privileged.'

Catherine's interest lies in individuals' subject choices and university courses, and how these feed into professional firm entry. Research is still at an early stage, but Catherine hopes it will be used to improve recruitment practices and the diversity of talent companies employ, and to enable high-attaining students from less-privileged backgrounds to pursue their ambitions.

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STRATEGIC THINKING

There has never been a more necessary time for organisations and individuals to think flexibly and strategically about their assumptions and futures. Objectives and aims need to be examined, and conventional approaches to decision-making challenged at every level of society.



DIGITAL FUTURES



Digital technologies affect all areas of our lives, and Dr Sarah Quinton's wide-ranging

research projects aim to provide strategic perspective. The digital world remains a largely uncharted territory but her work steps towards optimising the potential benefits of digital technologies for all society.

'The applications of the research are broad because digitalisation affects so much of society. For instance, I'm working with smaller companies to diagnose their current strategic digital position and plan for the future. Innovation is so rapid, not least in the way firms are using new technologies. This means we have to be innovative in the way we research to understand behaviours.'

Research includes developing insight into how European SMEs (Small and Medium Enterprises) make strategic use of digital technologies. Another current project, funded by the Sir Halley Stewart Trust, explores how elderly people share photos across social media and how this mitigates social isolation and assists in their digital skills development.

It is intended that this work will be extended internationally to increase understanding of how older people are using digital technologies to reach across the generational divide.

For Sarah, the dynamic nature of the digital domain is both exciting and unnerving,

'We can choose to be passively affected by this new world, or we can try to understand it and harness its potential. I choose the latter and hope that others are interested in joining me in exploring the new digital landscape we inhabit.'

"I'm working with smaller companies to diagnose their current strategic digital position and plan for the future. Innovation is so rapid, not least in the way firms are using new technologies."

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A NUDGE IN THE RIGHT DIRECTION



How to boost charity-giving, investment in climate change technologies, and encourage people to take responsibility for insuring themselves? These are some of the 'real-life' situations Dr Sara le Roux's research could help inform. She uses

experimental economics to analyse whether, and why, individuals make the best decisions when working with others in strategic situations.

'Rather than enticing or frightening, I want to understand how people can be 'nudged' into making better life choices. It's of interest to policy makers and business strategists alike. The key idea centres on identifying factors that lead to sub-optimal, or less good, decision-making in different situations.'

'The Pension "nudge" is a well-known example of a government intervention which has had great results. It's interesting to see where it can be applied effectively, but it doesn't always work. One of my recent pieces of research investigated whether a similar nudge could ensure a better outcome when it comes to insuring individuals against climate change catastrophes (for instance after the flooding in the South West of England). Surprisingly, the nudge backfired. Psychologists term this phenomenon a "boomerang effect," where an attempt to persuade an individual, results in the unintended consequence of them adopting an opposing position.'

Could this be about a wider distrust of politicians?

'Individuals do not always take kindly to being "nudged" into doing what a policymaker wants. Perhaps government intervention is not always the solution – we need to consider more creative ways in which to help people make better decisions.'

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ENGAGING CUSTOMERS AND BOOSTING AMBASSADORS



Engaged and loyal customers become businesses' greatest advocates. But what drives customer engagement in a world of individualism and ever greater choice?

Professor Janine Dermody was commissioned by Affinion, a leading

global provider of customer engagement solutions, to enhance their strategic thinking and their marketing advice to their multinational business clients. The project looked at the psychological, emotional and rational factors characterising a company's ability to extend its influence into a customer's life, build relationships and affect buying behaviours and advocacy.

The research included the development of a unique dynamic customer engagement relationship model - rich in motives, experiences, trust, satisfaction, emotions, problem-solving, loyalty and behavioural actions. It employed a ground-breaking online questionnaire of nearly 20,000 consumer responses from 12 countries and three markets - banking, retail, telecommunications.

The scope of the work was unprecedented, as Janine explains, 'It was ambitious because it brought together the real world of customer engagement in different markets and cultures with novel academic thinking, but the results were rewarding. I devised new metrics to measure and compare customer engagement, that can be repeated for Affinion on an annual basis. These metrics can be applied to any industry or country where there is ambition to build or enhance customer engagement relationships. The possibilities are endless.'

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AUSTERITY



Riots, strikes and epic political upsets have been the consequences of the 2008 financial crash, and, for Dr Rozana Himaz, pushed 'austerity' (how governments conduct fiscal squeezing by cutting public spending and raising taxes) to the top of the political and economic agenda.

'Periods of austerity over the last century have reshaped the state and the provision of public services and how political credit and blame has been apportioned as a result. Austerity poses central questions in politics and economics over how long, and

how hard, it can be practised by democracies without big trouble of one kind or another.'

In a new book, *A Century of Fiscal Squeeze Politics*, she and co-author, Professor Christopher Hood (Oxford University), provide an unprecedented historical comparison of austerity episodes between 1900 and 2015 in the UK, one of the world's leading and longest-established democracies.

The analysis, which is both quantitative and qualitative, draws on economic and political science perspectives, and examines the political choices and processes of fiscal squeeze.

Rozana explains the research was challenging because of its scope but rewarding because it identifies new patterns and puzzles,

'For instance, we found a long-term shift from what we term a 'surgery without anaesthetics' approach (deep but short-lived episodes of spending restraint or tax increases) in the earlier part of the period, towards a 'boiling frogs' approach (episodes in which the pain is spread out over a longer period) in more recent decades. And for researchers and policy-makers alike, we've thrown new light on why voter 'punishment' of governments that impose austerity politics seem to be so erratic.'

A Century of Fiscal Squeeze Politics is published by Oxford University Press 2017.

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STUDENT PhD RESEARCH

Our research students tackle the big issues of today, and tomorrow. Graduates have recently submitted theses on child labour and schooling in developing countries, climate change and poverty, gender democracy in labour movements, male work-life balance, human rights in business, and various aspects of corporate responsibility.

Subject choice is driven by student interest and supervisor expertise.

Students come from South America, Asia, Africa, Europe and the Middle East; they include pre, mid and post career individuals, and range in age from their early 20s to early 70s. This wide range of life experiences mean students bring diversity and lateral vision to their search for, and contribution to, knowledge.

Following successful completion of their studies, students are equipped with transferrable skills which they go on to use all over the world, in employment, industry, government, consulting and academia.

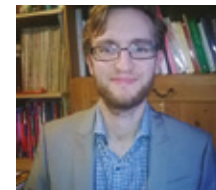
INDRONEEL CHATTERJEE



Indroneel's research looks into the acceptance of novel foods, focusing on edible insects (entomophagy). Eating insects is increasingly being considered as one viable solution to food insecurity caused by climate change. The interdisciplinary study (between the department of marketing and the department of psychology) involves consumption experiments followed by neuro-imaging to measure food neophobia and disgust.

Results and insights are being shared with the public through interactive exhibits, festivals and talks.

JONATHAN EVANS



Oxfordshire is a 'Social Enterprise County': but what does this mean and who benefits? Jonathan Evans is mapping three local social enterprises, which provide garden and property maintenance services and the production of bespoke recycled wooden products. These social enterprises work in communities of high unemployment and with individuals that face multiple disadvantages - including mental health problems and learning difficulties.

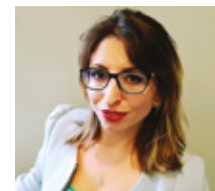
Jonathan's research engages with fast-moving interdisciplinary literature, at the forefront of which is exploratory research suggesting that social enterprises must build positive relationships across communities to ensure they meet their needs. This research is significant in mapping out how these local social enterprises operate and benefit the Oxfordshire region.

KSENIA PENCHUKOVA



Ksenia's research tackles the causes of female under-representation at executive director level in UK FTSE 100 organisations. These large, 'blue chip' companies set standards for policies and practices across the UK's corporate sector, and have a significant impact on wider society. In recent years, female non-executive directors in these companies have increased, although executive director numbers have fallen. Ksenia's research poses questions about the relative business value of each, and through exploration and comparison of real-life experiences, examines barriers and obstacles that prevent women from progressing in their careers.

FULVIA BELVEDERE



Immigration is one of the hottest topics of the 21st century, with contradictory claims about the benefits and disadvantages for destination countries and communities. Fulvia's comparative research aims to unpack the consequences of both illegal and legal immigration on recipient economies. It examines how immigrants impact on the skills of native work forces in both 'old' European immigration countries (eg UK and Germany) and 'new' European immigration countries (eg Italy, Spain and Greece). The research assesses the substitutability and complementarity between migrants and natives who do not share the same skills (such as language and knowledge of the market). The research will also provide a welfare assessment built around migrants' contribution to productivity.

For further information on the Business School Doctoral Programme please contact cspurgeon@brookes.ac.uk



WORKING WITH BUSINESSES

Our academics frequently share their research expertise with businesses to help them enhance their practice and performance.



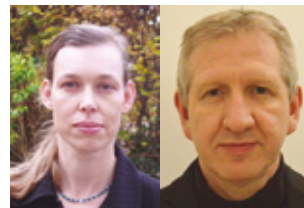
BLenheim PALACE: ENSURING A CONTINUING LEGACY FOR ALL

The iconic World Heritage Site of Blenheim Palace, in Woodstock, Oxfordshire, attracts nearly 1 million visitors a year to its grounds and artistic and cultural events. The Palace, which was the birthplace and ancestral home of Winston Churchill, is not only a significant historical site, it's also a major employer and business in the region. Tourists who visit the Estate contribute significantly to the local economy, by visiting other attractions, and through shops, hotels and restaurants.

Blenheim's influence is not only on the heritage and leisure sectors. The Estate has investments in construction; property investment and management; renewable energy and mineral water. Oxford Brookes Business School has been engaged to analyse the breadth of its influence and provide an Economic Impact Study.

Dr Sara Le Roux leads the team,

'We are summarising the Estate's contributions to job creation, charitable and community projects, and its contribution to the national economy. The importance of a place like Blenheim builds up over time. Our study will allow the Estate to take stock of its influence on its community, both locally and further afield. We're taking a holistic approach, which will enable the Estate to plan for future investment, and guarantee that Blenheim's historical importance is preserved, and that its future positive contribution to the region is guaranteed.'



CREATING THE LEGAL FIRM OF THE FUTURE

Researchers in the Business School worked in partnership with Solicitors Brethertons with the aim of creating the 'legal firm of the future'. The work part-funded by the Knowledge Transfer Partnership (KTP) scheme, a national government initiative to enable businesses to work with universities to address a strategic problem or opportunity. In the case of Brethertons, this was nothing less than reinventing traditional legal practice.

As a Top 200 law firm, Brethertons needed to respond to the external challenges of deregulation and changes in customer behaviours. The company had a wealth of knowledge, a loyal customer base and a clear sense of goals, but wanted to evolve its corporate culture and embrace new ways of working.

Dr Paul Jackson and Dr Diana Limburg helped the firm adapt to significant culture shift within their business. Changes included a Customer Relationship Management system roll-out and new project management procedures. Chief Operating and Chief Finance Officer posts were created, and Sector Heads were introduced to cover different areas of business. Thanks to the hard work and open-mindedness of Brethertons staff, the Oxford Brookes team helped them adopt a modern integrated approach to their business, breaking down barriers in thinking and operations across the company, and allowing them to track products and services and support business development.

For more information on Knowledge Transfer Partnerships please contact: jheaton@brookes.co.uk



How can Oxford Brookes Business School help you with your challenges?

Our research informs and helps change policy and practice and shape debates in key business areas. We offer:

- Collaborative research partnerships with organisations to address challenges and opportunities
- Consultancy, where we act as independent partners providing insight and advice, based on our broad research-based experience and knowledge
- Bespoke coaching and mentoring support programmes and advice for companies and teams across sectors
- Design and support of workshops and symposia around key business development issues

If you wish to receive information about our free programme of talks, open lectures, seminars and networking events please contact Jenny Heaton, Research Manager, **jheaton@brookes.ac.uk**

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