NZIE BUSINESS, MANAGEMENT AND LEADERSHIP SYMPOSIUM

PROCEEDINGS

2nd NZIE Business, Management and Leadership Symposium 2019

Development in applied business research and implications for leadership, knowledge and business management practices

13-14 November 2019

Auckland

Proceedings of the 2nd NZIE Business, Management and Leadership Symposium 2019

Development in applied business research and implications for leadership, knowledge management and business management practices

Auckland, 13-14 November 2019

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We thank NZIE Postgraduate students Parminder Sigh, Marijane Ojastro, Daniel Policarpio, and Keshav Kochhar for their support as volunteers on the day of the second NZIE Symposium. We also thank the administrative and catering assistance provided by Ma Cristina Montero-Escano and Yuna Takeda.

2019 Proceedings of the NZIE Business, Management and Leadership Symposium

Dr. Silvia Rosler de Souza, Dr. Miriam Seifert, editors

Proceedings layout and content organised and formatted by Silvia Rösler de Souza.

PREFACE

It is a great privilege to present the proceedings of the NZIE Symposium 2019. We hope you all find its content illuminating and stimulating. The symposium was organised by the Department of Business and Management at NZIE and was held at the Takapuna Campus of NZIE on 13-14 November 2019.

For more than 23 years NZIE has been an institute of excellence, producing outstanding graduates that are highly employable, both in New Zealand and abroad. NZIE aims to realise the real potential of every graduate by enabling these students through their studies at NZIE to aim higher, go further and make a genuine difference – not just to New Zealand – but the world. As part of our commitment to making a genuine difference, we collaborate with a wide range of stakeholders, partners and educational institutions. Our symposia are part of, and emergent from, our ongoing process of collaboration.

This second edition of the NZIE Symposium aimed to provide a forum for students, academics and practitioners to share research findings about this years' theme, "development in applied business research and resultant implications for leadership, knowledge management and business management practices". Given the rapid changes affecting all business fields over recent decades, this topic has a particular relevance for organisations, and those that manage and lead them. Sharing research is important because information is the foundation through which social systems, including organisations, transform and evolve in response to ever increasing complexity and constant change.

This year, our keynote speakers included NZIE industry partner Pam Elgar, who spoke on how industry-academic engagement is vital for the not-for-profit sector and for society in general. Pam concentrated on the role NZIE students have in shaping and delivering business process projects at her organisation. Other speakers also included Inna Piven, on customer engagement on social media, Dr. Martin Robson, on the use of intuition by elite organisational leaders, and Simon Cope, on omni-channel retail disruption & trends.

The topics covered by presenters included: "*Understanding the persistent underrepresentation of women in academic leadership positions in Nigerian universities*", by Oluwakemi Igiebor; and "*Team optimisation*" by Dr. Maryam Mirzaei, Patrick Dodd, Dr. Peter Mellalieu, and Craig Robertson, which are our co-winners of the Best Academic Research Award.

Two NZIE postgraduate students received the Best Postgraduate Research Award, Steffi Rodrigues, on "*The relationship between perceived service quality, customer satisfaction and customer loyalty at the New Haven Motel*" and Svetlana Tsybizona, on "*Identifying membership benefits of Takapuna Beach Business Association to provide improved services*". Additionally, a Certificate of Outstanding

Participation was awarded to Leonardo Falasca for his presentation on "*Understanding businesses' needs regarding social media marketing training*".

The second NZIE Symposium was a success, which not only show-cased NZIE's alumni and current postgraduate research, but also highlighted scholarly collegiality in applied business research.

NZIE would like to thank everyone who made our second symposium such a success. Special thanks to the Symposium Organising Committee, postgraduate students from NZIE, who attended, participated and/or volunteered, to our guest speakers, guest judges, Mal Green and Smita Paul, and the NZIE Student Services Office that provided refreshments.

We look forward to inviting you to our next Research Symposium in 2020!

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NZIE Acting Academic Research Leader
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Why is research important for Not for Profits and how has Make-A-Wish Foundation New Zealand benefited from their engagement with NZIE

PAM ELGAR

Industry partner and keynote guest-speaker

Chief Executive, Make-A-Wish® New Zealand

Pam Elgar is a charismatic and experienced leader in public, corporate and not for profit sectors. Since 2016, Pam is leading Make-A-Wish® New Zealand as Chief Executive.

This relevant foundation has the mission to provide wishes for children who have critical illnesses. Their impact in our community is significant because Make-A-Wish is transforming lives one wish at a time. They are dedicated to enriching the human experience with hope, strength, and joy through making every eligible child's wish come true.

Pam’s role is to undertake the growth of the organisation so that the impact of wishes they currently deliver is maximised and a sustainable model that allows for growth is developed.

She is passionate about building both capability and capacity in organisations through sound structures and strategies relevant to each situation. Pam is a strategic thinker with the drive and capability to execute to plan. With strong relationship management skills, she oversees all facets of people's development, financial capability. Pam also has governance experience with several Board roles. Her talk explored how industry-academic engagement is vital for the not-for-profit sector and for society in general. Pam concentrated on the role NZIE students have in shaping and delivering business process projects at her organisation.

Desperately seeking customer engagement on social media: The Five-Sources Model of Brand Values

INNA PIVEN

Industry-focused keynote NZIE speaker

Senior Tutor, Applied Business Department, NZIE

Marketing Educator/Researcher/Social Media Marketing Professional. Since 2011, Inna has been researching consumer-brand relationships on social media, resulting in journal and book publications.

Inna's research interests cover a range of business and educational topics related to social media. Inna has made numerous New Zealand and international conference presentations, including the First European Conference on Social Media in Brighton (UK) and also served as a reviewer for marketing publications including Case Studies in Strategic Communication. In 2015, she won the "Excellence in Research and Enterprise" Otago Polytechnic award for research and student project supervision.

The focus of her industry-focused keynote speech was what do we really know about brand communities on social media. In Harvard Business Review, Henry Mintzberg advised, "If you want to understand the difference between a network and a #community, ask your Facebook friends to help paint your house". The idea of community has a long history in sociological and marketing research. Regardless of the context, we apply this term where there is a specific type of bond between people, including consumption communities such as beloved Harley-Davidson and Star Trek.

The use and disclosure of intuition(s) by elite leaders of organisations

Dr. MARTIN ROBSON

Keynote NZIE speaker

NZIE Senior Tutor - Business and Management

Martin is a Senior Tutor and academic writer on modifying supporting materials for OD units such as Interpersonal Communication, Conflict Resolution, Human Relations, Human Resources, Leadership, Globalisation of Enterprise and Research Methods. He has been publishing in the area of intuition and feeling in behaviour and decision making. His specialties are numerous and include Intuition use and disclosure in organisations; the role and importance of the non-rational for individuals and societies; gender in the workplace and society; critical theory; grounded theory; and elite interviewing.

He joined NZIE in February 2018 bringing a background in social science, business and law after having careers in the banking and IT industries.

Martin's talk focused on the increasing recognition that non-rational elements of cognition play an important role in leadership decisions. In particular, the fact that it has been acknowledged that intuition use is both widespread in organisations and increases with seniority and experience. However, research has also revealed that the role of "gut feelings" in this decision-making is often not disclosed. Intuition use is largely a "silent" practice, which is therefore a remarkable finding given the extent that good governance is dependent on transparency. Despite this, the disclosure of intuition(s) has never been the focus of empirical research in New Zealand, nor internationally. The current study confirms that indeed, intuition as a "gut feeling", is routinely used and valued by leaders at the highest level of organisations. However, disclosure of this practice is contingent not only on perceptions of legitimacy, the culture of the organisation, the seniority and track record of the intuiter, but also on the extent of intrapersonal orientation to feelings – labelled "interiority". While it is theorised that interiority can be developed in everyone, it was found that the women in the sample were more "in-touch" with their feelings (and thus intuitions), considered them legitimate, and as a consequence, had a greater willingness and ability to express them.

Omni-Channel Retail Disruption & Trends

SIMON COPE

Industry-focused keynote speaker

Senior Tutor, Marketing, Massey University

Simon is a Digital Marketer at BlockingCard.com and a Senior Tutor in Marketing at Massey University since 2003. Drawing upon his practical and theoretical background to provide students with real-life skills to go out confidently into the workforce, Simon has taught a wealth of papers on & off for the BBS and BC undergrad degree, and postgraduate programmes.

His two passions in his business life are entrepreneurship (finding, creating & developing businesses), and teaching/consulting on practical marketing to hungry learners.

When he has his entrepreneur hat on, Simon Cope lives and breathes marketing through various companies he and others have created, grown and sold over the last 30+ years.

His talk showcased the disruption related to omni-channel retail and the recent trends observed for the sector.

ACADEMIC RESEARCH PAPERS

Understanding the persistent underrepresentation of women in academic leadership positions in Nigerian universities

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INTRODUCTION

Since the response of Nigeria to the global call for a gender-responsive society by adopting the 2006 National Gender Policy, the need to bridge the gender gaps in the knowledge industry has become a necessity (Aina et al., 2015). Concerted efforts to transform gender cultures within Nigerian universities have yielded the adoption of gender policy initiatives, aimed at reinforcing gender equality principles, policy and practice within the university. However, existing literature reveals that gender imbalance in academic leadership positions is still prevalent in most Nigerian Universities. I, therefore, argue that the gender policy is ineffective in advancing women to academic leadership positions because of: (a) 'policy silences' on the strategic tool for achieving policy goal/intent and, (b) exclusion of women-specific initiative(s) in policy action plan.

LITERATURE REVIEW

Scholars have established the prevalence of gross gender imbalance/disparities, especially in academic leadership positions despite the existence of gender policy initiatives (Olaogun et al., 2015; Eboiyehi et al., 2016; Muoghalu and Eboiyehi, 2018). Eboiyehi et al. (2016) study carried out in three selected universities in southwestern Nigeria established the existence of gross gender inequality in senior management positions. The study found that 66.7% of principal officers in Obafemi Awolowo University (OAU) were males compared to 33.3% females. Also, only a very few women were members of the highest decision-making bodies, such as the University Senate and Council.

Furthermore, the study also found that since its inception, the positions of Vice-Chancellor and Provost of Colleges have generally been occupied by men. Similarly, Muoghalu and Eboiyehi (2018) study which compared the gender components of Obafemi Awolowo University between 2009 and 2017 showed that, while there were slight improvements in the percentage of females in academia (from 23.5% in 2009 to 25.8% in 2017) and in student undergraduate enrolment (from 34.3% to 45.6% in 2017); there was a decline in the female postgraduate enrolment (from 39.2% in 2009 to 37.8% in 2017). Most importantly, regarding the decision-making process in the university, there were no significant changes in women's participation except for the office of the Bursar. These results are indications that the gender policy has also not brought about the significant transformation needed in the University in the area of decision making. This has, thus, prompted an investigation to understand why the Nigerian university gender policy has failed to advance women to academic leadership position.

RESEARCH QUESTIONS

(a) Given the existence of formal gender policies in Nigerian Universities; how can we better understand the continued underrepresentation of women in academic leadership positions?

METHODOLOGY

Gender policy documents were collected from two purposively selected public universities in Nigeria- Obafemi Awolowo University (OAU) and the University of Ibadan (UI). I analyse the gender policy content to know why the OAU and UI gender equity policy have failed to gain real traction. Specifically, this requires unveiling the various ways in which the content and enactment of institutional policies are gendered and potentially reinforce systems of inequality. In this paper, I utilise two main analytical methods: Feminist Institutionalism (FI) and McPhail's Feminist Policy Analysis Framework (FPAF) to analyse the documentary data gathered. I integrated one of the FI perspectives of institutional resistance with suitable questions drawn from McPhail's 'Feminist Policy Analysis Framework'; giving particular attention to identifying silences and exclusions in the policy content.

Working from the evidence presented earlier in the thesis that a wide gender disparity exists between men and women in academic leadership positions in Nigerian universities, there is a lack of research that critically examines the content of the university gender policy in Nigerian universities with a feminist lens in the foreground. Most especially an integrated FI and FPAF perspective employed within the realm of higher education is also considered rare.

DISCUSSION OF RESULTS AND FINDINGS

I explore the themes of silence and exclusion that emerged from the policy content to better understand the persistent underrepresentation of women in academic leadership positions in Nigeria.

***Silence**:* To provide a critical understanding of the persistent underrepresentation of women in academic leadership positions in Nigerian universities, I identified and articulated what was missing from the university gender policy. I argue that silences (presented as absence) can be an expression of resistance. Two dominant forms of silence were identified in the gender policy document: 1) absence of evident sanctions for non-compliance of the gender quota ratio, and 2) absence of budgets for the implementation of gender equity. In the case of OAU, though the policy identified the use of gender quota as an important initiative for advancing women to academic leadership positions; left silenced is sanctions for non-compliance of the gender quota. While the quotas ratio was stipulated, the policy was silent regarding sanctions for non-compliance. This silence is a form of institutional resistance for women and can potentially facilitate the underrepresentation of women in academic leadership positions.

Tools to reduce gender inequality, such as budget plans or impact assessment methods were also absent in both the OAU and UI policy documents. In the OAU gender policy, Appendix 1 shows a highlight of resources required for the implementation of the gender equity policy; however, there were not explicitly stated. Resource needed were identified, but there were no budgets or provisions for how the funds will be generated or possible national and international sponsors. In the UI gender policy, resources were not identified. Section 6.20 only stated that "financial issues are to be overseen by the person nominated by the bursar" (UI Gender Policy, 2012:21). The specific budget/resource allocation for the implementation of the policy is not provided within the policy document, and this tends to make the policy appear merely symbolic and may have a significant impact on actualising policy action plans. The "zero-budget" position of the OAU and UI gender policy, therefore, creates a form of resistance to actualising the goals of gender equity in the university. This, in the long run, has the potential of subverting the representation of women in academic leadership positions.

Exclusion: While the OAU policy document highlights women issues more consistently and prominently; the UI policy does not mention its alignment with any specific women-specific initiatives. UI's gender policy integrated gender considerations only shallowly, in that, there is no particular action plan prescribed to promote women, despite evidence of wide gender disparities between men and women from the situational analysis conducted in the university (UI Gender Policy, 2012:6); instead, men and women are treated as relatively unproblematic and unitary categories. The case of UI demonstrates a form of institutional resistance expressed through its exclusion of women in policy action plans. Cavaghan (2015) pointed at institutional resistance when institutions showed a 'systematic non-engagement with women's interests' and an active exclusion of 'gender inequality as a policy problem'. By failing to include some women-centred initiatives in the policy design, the UI gender policy downplays matters of discrimination and inequality, and it runs the risk of facilitating the underrepresentation of women in academic leadership. Given the traditional patriarchal foundations of the Nigerian society, such policies fail to honour the complexities of the lives of women and their social, political, and economic factors; ultimately aiding in the systematic continuation of inequality for women (Drugza and Rodriguez, 2019).

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BIO

Oluwakemi Igiebor is a PhD Candidate in Politics and International Relations with a focus on Public Policy at the University of Auckland. Prior to the beginning of her doctoral journey, she obtained a BSc in Political Science and an MSc in Public Administration at the University of Ado-Ekiti and Obafemi Awolowo University respectively (both in Nigeria). Her dissertation investigates why institutional gender policies fail to advance women to academic leadership position in Nigerian Universities. Kemi's research interest includes gender policies, higher education administration and leadership, workplace equity and public policy analysis. She currently serves as an Assignment Centre Coordinator at the University of Auckland.

An investigation about causes and impacts of customer satisfaction at Chemical Specialties Ltd

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INTRODUCTION

Established in New Zealand, Chemical Specialties LTD [ChemSpec] develops and trades chemical products. In 2018, the company has seen a reduction in the active customers' database regarding the Synthepol products' brand. The proposed research investigated the customers' satisfaction level, causes and impacts, as ChemSpec has no recent information in respect to this subject.

LITERATURE REVIEW

The literature review section expounded and evaluated customer satisfaction and repurchase intentions concepts. Customer satisfaction and organisational performance had appear to sustain a straight relation, thus past studies had further investigated it and how it can also influence B2B relations. The research had focused on findings related to the causes and impacts of satisfied B2B customers and their relations. All the considered customer satisfaction studies were quantitative and most of them found that quality is the main cause. Quality is, however, a broad topic and some studies had focused only on its specific sub-items, such as product quality, order handling service and personal relations. At last, this research was warranted by a gap between studies.

RESEARCH HYPOTHESES

The hypotheses investigated in this research are related to the theoretical framework from Khan, Naumann and Williams (2012) research, which proposes to examine the relations between product perceptions and company's representative performance to customer satisfaction and how repurchase intentions is impacted by price perceptions and customer satisfaction. The hypotheses are below stated:

H1: Company's representative performance is positively related to Customer Satisfaction.

H2: Product perceptions are positively related to Customer Satisfaction.

H3: Relative Price Perceptions are negatively related to Repurchase Intentions.

H4: Customer Satisfaction is positively related to Repurchase Intentions.

METHODOLOGY

The methodology section was guided by a positivist philosophy as it tests Khan et al. (2012)'s theoretical framework in a particular New Zealand based company, Chemical Specialties LTD. Quantitative primary data was collected by online questionnaires including regional location and company size. All customers that purchased Synthepol products in the year 2018 were selected to participate in this study. The survey was also adapted from Khan et al. (2012)'s research. The means of communication with customers were emails, used to explain the purpose and conditions of the study and if participants agreed to voluntarily take part in it, an access link to the survey in the Google Docs platform was shared. It was proposed to analyse the qualitative primary data through the SPSS software. In order to validate reliability through internal consistency, the Cronbach alpha test was recommended and once proved, validity was deductive. The data analysis performed bivariate correlation using Pearson's method including demographic information and multiple regression analysis tests.

DISCUSSION OF RESULTS AND FINDINGS

The theoretical framework and research hypothesis were significant, therefore the theoretical framework proposed in this research for Chemical Specialties LTD was supported. It was found that the company's representative performance, the main contact point between businesses was the most relevant factor to customer satisfaction in this chemical industry based in New Zealand. Furthermore, it was also found that customer satisfaction impacts the intentions of customers to repurchase, which is also negatively impacted by relative price perceptions, as customers perceive ChemSpec's prices to be higher than the market's average. Other studies have suggested that price perceptions can be more significant than high levels of customer satisfaction regarding repurchase intentions. Therefore, even though customers are satisfied, prices are perceived to be relatively high and customers tend not to purchase products again.

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BIO

Lizandra is graduated both in Chemical Engineer and Food Engineer, with experience in product development. During her undergraduate studies, she had the opportunity to participate in an exchange program in Germany, which has opened her mind to new cultures, experiences and different ways of learning. Due to her background and foreign experience, she wanted to explore more cultures while learning something new and, if possible, applying her previous experience. New Zealand and NZIE have fulfilled her curiosity and expectations with a new home.

Understanding Small Businesses' Needs Regarding Social Media Marketing Trainings

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INTRODUCTION

Although small business needs for education and training have been vastly studied, research on trainings associated with social media marketing, has been limited. This study explores social media [SM] marketing training needs in the context of New Zealand small and medium enterprises [SME]. The research is conducted within a framework of qualitative exploratory methodology and employs a focus-group as a method of data collection. Through the lenses of the Service-Dominant Logic and Service Innovation frameworks, the study shows that SMEs recognise the need for email marketing and marketing automation trainings as both are perceived as key skills for the effective management of SM marketing. The findings also highlight the importance of networking, ongoing support, and video content creation as value-adding opportunities for training providers. The research has theoretical and practical significance. Firstly, research findings contribute to the existing research on SME's training needs, and secondly, encourage social media training providers to redesign their training offerings.

LITERATURE REVIEW

SM is perceived as cost-effective business solution. According to insights gathered by Stelzner (2019) for the Social Media Marketing Industry Report, 60% of small businesses strongly agree that SM is important for their marketing strategy, and, hence, the usage of SM has grown in SME's marketing strategies. Additionally, studies show that SMM management requires proper training and expert professionals (Cox, 2012; Dahnil, Marzuki, Langgat, & Fabeil, 2014; Hanna, Rohm, & Crittenden, 2011; Martella, 2018). However, due to the financial constraints SME may face, it is not always possible for them to acquire the necessary skills or invest in their marketing professionals' development (Dahnil et al., 2014; He, 2014; Papachristos, Katsanos, Karousos, Ioannidis, Fidas & Avouris, 2014). The fast-paced changing technological developments are another factor that impacts on small businesses SMM strategies (Gáti, 2016; Taiminen & Karjaluoto, 2015) such as the use of marketing automation software to identify customer preferences (Heimbach, Kostyra, & Hinz, 2015; Järvinen & Taiminen, 2016; Redding, 2015). Consequently, the need for training is perceived as an opportunity for companies to equip their professionals with the necessary skills to improve their marketing effectiveness.

Although the need for training is perceived as fundamental for the effectiveness of SMM strategies, there is no clear evidence of specific training needs or in-demand skills associated with SMM strategies in SME, principally in the context of New Zealand.

RESEARCH QUESTIONS

Since the emerging need for training on Social Media as a marketing strategy identified in the literature review has been a concern for small businesses, it is of interest of academic researchers and marketing professionals, as well as of small business owners and managers to comprehend what is understood by training needs and what the most important training needs in regards to Social Media training should be. In that sense, the gap in the literature regarding specific Social Media training needs in the context of small businesses and of New Zealand is a fundamental base for this research proposal. Hence, the research questions [RQs] are:

RQ 1: What are small businesses' perceptions of social media training needs?

RQ 2: What are the most important social media marketing training needs for small businesses?

METHODOLOGY

To understand SME's social media marketing skill gaps and training needs, the exploratory research methodology has been employed. The study used a focus-group as a method of data collection. To analyse the emerging themes, the research applied the content analysis approach. Purposive sampling was implemented for research participants' selection. This allowed the identification of participants with background in SME's management and experience with social media marketing. A total of 7 focus group participants – small business owners and marketing professionals - have been recruited. The participants reside and work in Auckland, New Zealand. Data was video-recorded and then transcribed in order to facilitate the analysis.

DISCUSSION OF RESULTS AND FINDINGS

Email Marketing as the Most Efficient Marketing Tool

Email marketing was identified as the most effective marketing strategy once it allows them to manage how customers respond to the organisations' marketing strategies, communication, and principally provide them with an understanding of customer content preferences and target audience. Training in the strategic use, design and personalisation of email marketing is perceived as the focus of current marketing practices in SMEs and also a theme to be explored by researchers. Therefore, the most recognisable training needs are regarding the utilisation of email marketing as a primary marketing strategy for SMEs and principally business owners who have to manage SM marketing strategies on their own. Email marketing is also perceived as a marketing automation opportunity for the integration of SMM strategies.

A Customer-Centred Marketing Approach

A customer-centred marketing approach is perceived as the main requirement for the effective management of SM marketing. The need for training in current SM marketing trends, tools and the use of automation for understanding customer behaviour is perceived as a current need of SM marketing managers in order to provide an effective customer service. The research results identify that understanding customer needs is SMEs' priority and SM media marketing training is, from participants' perspective, an efficient way of understanding customer preferences and develop SM marketing skills to improve the effectiveness of their services. Therefore, training on customer-oriented topics identified as content creation and understanding audiences should be the main focus of training providers. Such findings are congruent with the literature review, as the need for training has been identified as crucial in order to prepare professionals to deal with the changing online environment (Michaelidou et al., 2011; Instant E-training: Lack of formal social media training creates talent gap for social media professionals, 2014), and furthermore keep in pace with the advance of technology to fully use the potential of digital tools (Cox, 2012; Dahnil et al., 2014; Hanna, Rohm, & Crittenden, 2011; Martella, 2018; Taiminen & Karjaluoto, 2015). Stone (2014), in another study on the importance of SM marketing trainings, highlights that training should be carried out in order to upskill the workforce towards the organisation's goals. Congruently, the research results identify that understanding customer needs is SMEs' priority and SM media marketing training is, from participants' perspective, an efficient way of understanding customer preferences and develop SM marketing skills to improve the effectiveness of their services. Therefore, training on customer-oriented topics identified as content creation and understanding audiences should be the main focus of training providers.

SM Management through Automation

Automation is identified as an essential skill for effective SM marketing management. SMEs needs for knowledge on automation software, as well as their focus on customer services and email marketing show that training on marketing automation tools such as CRM can improve organisational effectiveness. Hence, the technological advance and innovativeness automation has provided businesses with is still perceived as an important skill in order for companies to be ahead competition, and, thus, one of the most important skills for marketing strategies. Overall, automation can enhance organisational productivity, decision-making, and even increase customer satisfaction since marketing become more personalised (Heimbach, Kostyra & Hinz, 2015; HubSpot, 2019). Participants agree that automation is also an effective tool for learning customer behaviour and preferences in order to customise customer services. This result is supported by the literature review that has shown that businesses are looking for approaches which allow organisations to personalise their content creation and delivery (Gáti, 2016; Heimbach et al., 2015; Michaelidou et al., 2011; Ostrom et al., 2010; Todor, 2016). Congruent with these findings, a recent study on the latest trends in content marketing reveals that marketing automation provides organisations with the ability to respond to their customers instantaneously, which appears to result in client conversions (Chatbots are the latest trend in content marketing: Content Writers releases new study highlighting the growing need for companies to invest in marketing automation through chatbots and content, 2019).

Content Creation through Video

The ability to use and produce video content is perceived as an important skill that can be used in all aspects of SM marketing. Video marketing is a powerful tool for marketing strategies and brand awareness, however, it may demand outsourcing and additional investments. In that sense, it is possible to understand video content creation as another training opportunity which enables SMEs to personalise their own content avoiding expenses with outsourcing services on video creation, and, therefore, a strategic skill for marketing professionals and SMEs willing to utilise video content to improve organisational performance. The growing interest towards video marketing is supported by a recent study in the United States that shows that video content turns out to be the most effective format for social media communications, specifically for creating awareness about new products or services or brand awareness in general (Liu, Shi, Teixeira & Wedel, 2018). Moreover, a recent study by DesignRush (2019) found that: 1) organisations using video content in their marketing strategy can increase revenue 50 times faster compared to companies which do not use it; and 2) video content on social media channels generate 1200% more shares than text and image combined. Clearly, video marketing is a powerful tool for marketing strategies on social media, however, it may demand outsourcing and additional investments. In that sense, video content creation is recognised as another training opportunity which enables SMEs to produce personalised content strategy and prevent outsourcing.

Networking as part of SMM Training

The research findings point out that, from participants' perspectives, networking should be an integral part of SM marketing trainings. Networking is an opportunity for both providing and acquiring general knowledge on marketing strategies. Moreover, networking is perceived as an opportunity for building partnerships and gathering insights on current marketing demands. Clearly, not only is networking an impacting learning opportunity from customers' perspectives, but also an insightful environment for professionals willing to contribute to the development of the marketing industry. Hence, networking can be a tool for knowledge sharing and for knowledge acquisition in both the context of stakeholders as marketing professionals, and training providers as strategic partners. Studies show that involving stakeholders in organisational activities is identified as a networking opportunity that contributes to understanding stakeholders necessities (Fink, Koller, Floh, & Harms, 2018; Grunig, 2009; McHugh, Domegan, & Duane, 2018), as well as a partnership strategy for sharing audiences and providing stakeholders with personalised involvement.

A Need for Ongoing Support After Training

Participants revealed that, whenever they need help with dealing with what is new or what to do in specific situations regarding SM marketing or marketing in the online environment, YouTube and Google can provide them with quick answers to those questions and are perceived to be quick solutions for their instant needs. Participants agree that the need for training or looking for updates and knowledge on SM marketing is fundamental for those in the industry. They consistently reinforce that as small business are financially constrained and lack time to invest on attending external training, the reason why they look for information online that is fast and easy to acquire. For that reason, instant support or instant trainings may supply SMEs' needs on acquiring urgent knowledge to upgrade their SM marketing strategies. In addition, providing customers (SMEs) with ongoing support after training is an opportunity for training providers to improve the quality of their services. Such finding is in accordance with the literature review because investing money on SM marketing training is usually not the primary focus of SMEs and therefore the main reason why they adapt to supply their needs (Dahnil et al., 2014; He, 2014; Papachristos et al., 2014). Hence, in accordance with the findings and the literature review, it makes sense to say that instant support or instant trainings may supply SMEs' needs on acquiring urgent knowledge to upgrade their SM marketing strategies.

Delivery Mode

Short seminars or workshops where people have the chance to interact can be beneficial in the context of SMEs because they could provide them with both theoretical foundation for trends and tendencies in SM marketing, as well as the opportunity for discussion and networking. Participants highlight that training should last up to 2 hours and preferred days and times would be adequate in the following order: weekdays evenings, weekends, and mornings before work.

CONCLUSIONS AND IMPLICATIONS FOR THEORY AND PRACTICE

This research explores SME's social media marketing skill gaps and training needs. The study revealed that SME's owners and marketing professionals do not exploit the potential of social media marketing due to the lack of specialised professionals and proper training to deal with the fast-paced changing technological environment and automated software to enhance SMM strategies. Financial constraints also implicate on SME decisions to invest in adequate training and experts.

Through analysing the focus-group content, this study shows that email marketing, marketing automation, and video content creation are key skills for effective use and management of marketing strategy. Networking and ongoing support after training are perceived as value-adding services that can be included in training offerings. This research contributes to the existing research into SME's training needs as well as to training providers, marketers and SME owners by providing directions for training development and improvement. In additions, the findings of this study provide empirical evidence of skills and demands perceived as essential for an effective SM marketing strategy in the context of SME in New Zealand.

Future research can be carried out in order to exploit the effectiveness of SM marketing training in congruence with the findings obtained in this study, as well as emerging skills or specific SM channels to which training can be applied. The theoretical implications of this study also set the ground for the exploitation of SM marketing training needs in the context of large corporations and also in different contexts other than in New Zealand.

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BIO

Leonardo completed his Postgraduate Diploma in Applied Business in October 2019 and is currently gathering insights on essential Social Media Marketing, mainly in the context of small businesses. As a former small business owner, he has developed an eye for the creative side of marketing strategies and has been studying the importance of visuals for marketing through photography and videomaking skills.

Educational Leadership: Relational connectedness in policy and in practice universities

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INTRODUCTION

Most definitions on leadership are inclined towards defining it as a process of influence. In an organizational context that influence is exercised over an organised group of individuals, in order that goals and outcomes be achieved. Influencing others, then, becomes a process that emphasizes upon strong interpersonal skills so that relationships become the means to steering people towards shared goals.

This paper is inspired by Maori concepts and ideals of leadership. The term 'rangatira' sheds light on the nature of Maori leadership and "encapsulates the interdependent and collectivist nature of Maori society (Katene, 2013, p.13). The research has pedagogical implications for the teaching and learning of 'Leadership' as a specific field of knowledge and especially aims to challenge and reconsider the management of educational leadership in the teaching and learning contexts and also in general organisational contexts as a theoretical and practical model to follow.

LITERATURE REVIEW

Educational leadership is about leaders and leadership teams working "collaboratively as a policy development group that sets direction and supports key teaching and learning processes" (nzeals, p.42). Educational leadership as distinct from other forms of leadership needs to be carrying a sense of awareness and sensitivity towards community needs. This awareness towards community and learner group is not only necessary but is also significant to endorse a general sense of social justice and improve the lives of the learners in a holistic way; these are some of the necessary nurturing purposes that make a strong case for the existence of educational settings in the first instance.

Bolman and Deal (1995, p.6), identify the dangers involved in policy development processes in schools, naming it as a kind of "mangerialism in education" that can be "anti-humanitarin", highlighting that sometimes the value of the journey is compromised by a narrow focus on destination only. Their research highlights the danger of viewing learning as a target point to be achieved; such a mindset would not only fail to acknowledge the formative nature of learning processes but it would also take away from the creative potential implied in the process of giving and receiving of knowledge.

This focus on beaureaucratic bookeeping and the achievement of superficial scholastic profiling is further described by Codd (1999, p.51) as an "impersonal process" "…engendering a culture of distrust among schools [due] to managerial controls and sanctions". In other words, the focus on mangerialism can present a disjunction between the hopes and desires of the learner from that of their learning journey and environment and is equally limiting of the educators and their creative potential. Walker (1996, p.94) explains this disjunction in these words: "[i]t will be an ultimately barren professional education which separates the personal from the professional, which divorces knowledge of self from knowledge of the socially structured world in which we work". Any learner model or philosophy thus needs to take into account its efficacy as offereing a system of nurturance and growth that is acknowledging of relational and social significance as opposed to giving rise to exclusivity and individualism.

With a focus on the NZ educational context, we can see that a history of colonialism and racial superiority has outlined issues around social justice and relational responsiveness towards non-eurocentric groups and cultures in the tertiary sector (Henderson, 2013; Castagno & Brayboy, 2008; McLoughlin, 2000). In the NZ, specifically, this lack of relational capacity within the learning and leadership models have introduced disadvantage, under-representation and disconnection with the Maoris in particular and others carrying community-based ontological world-views generally.

As apposed to the Western focus on individualism that implies a subtle but obvious distrust of 'others', the Maori world-view is distinctive in that it is not about rigid boundaries or isolated initiatives (Mcneill, 2009). Individualism is rejected in favour of communalism as people must cooperate at all times good or bad. With its strong focus on interdependence and adaptation to change, the contemporary model of Maori leadership is first focussed on survival and the development of resilience in people for long-term sustainability. This model puts people and communities first, and systems, processes and outcomes to follow, second.

Exemplifying this very concept, the Maori word "rangatira" identifies the qualities of a leader as one who has "concerns for the integrity and prosperity of the people"(Māori Dictionary,2009). Such a relational and culturally responsive model is even more significant in the New Zealand context because of the colonial experience that may make the learning environment a contentious and challenging one, across the cultural divides. This working paper in progress hopes to develop an alternative model of leading and leadership within the pedagogical environments borrowing from Te Ao Maori, myths, legends and value systems. Embedded in these mythological stories are messages, precedents, models and "social prescriptions for human behaviour" (Katene, 2013). Thus, the Maori concepet of Whanaungatanga (people and relationships) recognises just that, and highlights that the central most important aspect of any kind of leadership is centred around people. The spirit of maori leadership is hence 'relational connectedness' and this paper is an exploration of this concept in the context of educational leadership.

METHODOLOGY

This paper is an individual endeavour and would constitute qualitative research based on relevant resources from the disciplines of leadership theories, Maori leadership myths and concepts, pedagogical practice and specifically educational leadership. Inspired by Maori mythology, leadership is about the "'ranga' of 'ranagtira', [which] is an abbreviation of 'raranga' (weaving), and [the word] 'tira'[that] signifies a group. One of the key characteristics of a rangatira is to weave the group into one; to provide a sense of unity" (Katene, 2013, p.13). So according to the Maori leadership perspective, every individual is a rangatira who are able to see the importance of the collective in 'rangatiratanga', higlighting that authority embodied in that concept is also the authority of that people" (p.18). These significant Maori concepts on leading and leadership underpin the basis of this research and has significant implications for an alternative model of educational growth centered on the relational connectedness and a general sense of communal wellbeing; such a model of educational leadership has significant implications for teaching and learning environments.

DISCUSSION OF RESULTS AND FINDINGS

This aspect in the Maori leadership perspective to put communal/ group wellbeing over anything else involves a deep capacity to tolerate ambiguity and value diverse realities; thus above everything else, the intrapersonal ability to find one's identity in relation to others is most significant; knowing that one is, because others are. This makes presence ephemeral and influence remains as the lasting and defining characteristic of the willing bond between the leader and the ones being led.

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BIO

Dr. Khan completed her doctorate in English from the University of Auckland and that is where she held her first teaching affiliation. She also has a Master in Linguistics and a Postgraduate Diploma in Arts with Merit from the University of Auckland. Her doctoral study has a cross-disciplinary focus; it explores the complex politics of race, culture, and gender through an interrogation of narrative viewpoint and perspective.

This background ties in well with her current roles as a Senior Communications Lecturer and Academic Support person at Aspire2 International. She pursues the discussion and development of alternative and conceptually diverse ontologies. Her current research interests have implications for learning and teaching processes. Her wider areas of interest include building effective learning and facilitation systems for international and culturally diverse learners and audiences' and the exploration of leadership as an 'influence process' in the shaping up of personal and professional lives.

Team optimisation

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INTRODUCTION

In today's fast paced environment organizations move away from a traditional hierarchical structure and incline toward a team-based structure. A recent study indicates team interactions and communications have increased by 50% over the last two decades, which for many companies, means more than three-quarters of an employee's day (Cross, Rebele, & Grant, 2016). Global trends are also changing the face of teams with the rise of new forms of teams such as Virtual, Cross-functional, Fluid, and Swift starting action teams (STATs). The complexity of the new forms of teams warrant further consideration into the effective management of these teams in order to achieve maximum efficiency.

The aim of the research is to improve the effectiveness of feedback giving and receiving within teams to improve both team wellbeing and performance by using information technology-mediated peer feedback processes. The proposed process will be adapted from a process called "peer assess pro" which is currently used in the education sector. There are over 65 educators worldwide who use the Peer Assess Pro tool as part of their Team-Based Learning pedagogy or as a method to determine individual scores from team-based assessments. The current tool provides a platform to explore further, how feedback can be used in work-based teams.

LITERATURE REVIEW

Team research dates back a half a century ago and discusses variables that contribute to team performance (Ellis, 1979; Helms & Wyskida, 1984; Naylor & Dickinson, 1969; Paris, Salas, & Cannon-Bowers, 2000; Walker, 1973; Wheelan & Krasick, 1993). However, new features of teams in the digital era adds another layer of complexity to the problem at hand. Studies into virtual teams (Lipnack & Stamps, 1999) Cross-functional teams (Aime, Humphrey, DeRue, & Paul, 2014), Fluid team (Schreyögg & Sydow, 2010), Swift starting action teams (STATs) (Wildman et al, 2012), and Cheetah teams (Engwall & Svensson, 2001) suggest that new forms of teams warrant new approaches to managing and organising teams.

There is a common understanding amongst scholars that the interpersonal process is the key driver of team performance as evident in most models of team and workgroup effectiveness. Furthermore, the self-organising nature of modern teams requires team members to sustain and enhance performance via direct or indirect feedback loops. Peer evaluation and feedback as a structured process has been used in a range of settings to improve awareness, gauge interpersonal skills, and encourage professional behaviour (Levine, 2012).

The concept of using feedback to inform and enhance individual performance and engagement has been around for more than two decades. The importance of peer feedback in improving the effectiveness of teams has been well established in tertiary teaching and learning (Brutus & Donia, 2010; Brutus et al., 2013; Mayo et al., 2012). Studies found increased rates of group sharing, cooperation, and team performance increases if students know that their performance on a group project is going to be evaluated by their peers (Erez, LePine, and Elms 2002).

Outside of tertiary education literature, the body of knowledge focusing on 360-degree feedback is another source that offers an understanding of the variables and criteria that make the feedback process beneficial in improving performance, developing talent and leadership, and aligning expectations (Bailey & Austin, 2006; Bracken, Rose & Church, 2016; Day et al, 2014). Scholars also discuss pitfalls that would lead to counter effect if inappropriate processes and interventions are used (Church, et al, 2018; Heen & Stone, 2014). However, the existing 360-degree feedback body of knowledge does not specifically address the requirements of temporary organisations (Lundin & Söderholm, 1995) and teams. Accordingly, proposed interventions do not directly influence the team performance and the feedback process cannot replace hierarchical management structure.

Some of these challenges are commonly known in student teams; for example team members who work independently rather than collaboratively, poor communication, conflict, differences in team-members' skills, motivation, and goal levels, and free riding or social loafing (Burdett, 2003; Felder & Brent, 2007; Verzat, Byrne, & Fayolle, 2009). Indeed student projects were an excellent laboratory to explore and understand the knowledge-based teamwork phenomenon. The existing Peer Assess Pro tool was developed through several years of iteration and research and it is showing great potential to improve team effectiveness, which makes it a great starting point for the proposed tool.

RESEARCH QUESTIONS

We expect to answer the following research questions

- What barriers to giving and receiving feedback in team situations exist?
- To what extent can information technology-mediated peer feedback processes overcome the barriers and improve the effectiveness of team wellbeing and development?
- How can information technology-mediated peer feedback processes be designed and utilised productively to mitigate extreme team member behaviours, such as social loafing, self-seeking, domination and leaderlessness?
- What is the extent of a commercial market for an advanced information technology app and related support services that responds to the needs identified in the foregoing questions?

METHODOLOGY

The action research method is used to enable the tool to be refined continually in response to feedback from stakeholders (Sankaran and Dick, 2015). Furthermore, the continual feedback process inherent in project work is aligned with the cyclical nature of action research. (Gibson, 2004). The peer feedback tool is 'intervention' to a situation (teamwork) and the study is seeking to assess some outcome (team performance). There are several advantages to using the action research methodology; Key advantages are:

- Input from key stakeholders and users
- Co-creation of solutions to actual problems
- Learn as we test, recalibrate and evolve prototype solutions.

Action research has been used successfully in human resources (Cappelletti & Baker, 2010; Doherty & Norton, 2013; Huang & Martin-Taylor, 2013; Ulhøi & Stjernholm Madsen, 2005); as well as project management (Algeo, 2014; Takey and Carvalho, 2015; Duffield and Whitty, 2016) to develop and/or enhance intervention tools.

Currently, we are negotiating to collaborate with few industry partners who are using Agile team to conduct the action research. We intend to use the latest version of the Peer Assess Pro tool as part of their existing practice (e.g. retrospective meetings). Researchers will conduct observation and will use all feedback and project documentation throughout the duration of the project or the cycle.

Findings expected to enrich our understanding of Team dynamics and the role of peer feedback in informing and enhancing individual performance and engagement.

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Toward a theory of reasons in ethical investment: Social impact investment in renewable energy, evidence from China

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INTRODUCTION

The development of renewable energy has the potential to play a crucial role in sustainability by replacing energy derived from fossil fuel sources and bringing social, environmental, climate, and health benefits. A substantial amount of investment in renewable energy is required to realise this potential. According to the International Energy Agency (IEA)'s latest report, global energy investment for renewables and energy efficiency combined has been declining for three consecutive years which could threaten climate goals and energy security (Varro, 2018). Much of the research on Renewable Energy Investment (REI) focuses on economies of energy systems by adopting the assumption of full rationality, yet a purely rational techno-economic model of REI cannot explain how decision-makers deploy resources among competing objectives (Masini & Menichetti, 2013). There is a lack of rigorous studies examining non-financial issues in the REI literature, and an emerging stream of RE literature calls for a broader socio-psychological understanding of renewable energy research (Masini & Menichetti, 2013; Safarzynska & van den Bergh, 2011; West, Bailey, & Winter, 2010). In behavioural economics, the concepts of self-interested and utility-maximising agents by 'homo-economicus' are challenged by many social scientists using social preferences and bounded rationality (Fehr & Fischbacher, 2002; Kahneman, 2003; Simon, 1986). Social Impact Investment (SII), also sometimes considered a subset of socially responsible investment or ethical investment (Sparkes & Cowton, 2004), on the other hand, reflects investors' growing consciousness of businesses' social impact and Corporate Social Responsibility (CSR) (Ransome & Sampford, 2010). Estimated by the Global Impact Investing Network (GIIN)'s latest report (Mudaliar & Dithrich, 2019), the global market for SII reached USD 502 billion in impact investing assets managed by over 1,340 organizations. Both REI and SII often mediate the dynamics unfolding at the complex intersection of various types of organisations, including foundations, private firms, local communities, and state actors. Understanding the decision-making process of REI from an SII perspective could enable many stakeholders including policy makers, to leverage the key drivers for REI, directing greater capital and resources to the sector (Masini & Menichetti, 2012).

LITERATURE REVIEW

A special issue on *Strategic Choices for Renewable Energy Investment* in Energy Policy in 2012 presented some initial research on the processes underlying strategic choices for REI as an emerging research area. Research from the energy policy field has analysed both rational and behavioural aspects of energy innovation (Wüstenhagen & Menichetti, 2012), business model's influence on investors' preferences (Loock, 2012), perceived risks and benefits of REI in emerging economies (Hultman, Pulver, Guimarães, Deshmukh, & Kane, 2010; Komendantova, Patt, Barras, & Battaglini, 2012), and portfolio analysis of REI (Fuss, Szolgayová, Khabarov, & Obersteiner, 2012). The most relevant and recent research for this research project is from Masini and Menichetti (2012, 2013), whose research focuses on the key psychological factors that may influence REI decision making behaviour. Masini and Menichetti (2012) found that *a priori* beliefs on technical effectiveness are more important than market efficiency in REI using empirical data collected in Europe; they also provided an analysis of four non-financial factors that influence REI decisions process namely, *a priori* beliefs, institutional pressure, propensity for radical technological innovations, and the investors' knowledge of the RE operational context (Masini & Menichetti, 2013) .

During 2014-2018, after a comprehensive search and review, though not directly linked to the exact topic this paper aims to contribute to, I have identified four papers in this specific field, which cited Masini and Menichetti's (2012, 2013)'s work. One international study based on the asset finance data from Bloomberg New Energy Finance (BNEF) between 2004 to 2014 has disaggregated 11 different financial actors within private and public types of finance, and 11 types of RE technologies that are invested in (Mazzucato & Semieniuk, 2018). In this global study, asset finance in China was excluded to avoid stewed results, due to the especially large proportion of state-owned enterprises in China (Mazzucato & Semieniuk, 2018). Another study reviewed the RE financing patterns and characteristics in China, with a comparative analysis of government-oriented wind power financing mode and manufacturer-driven photovoltaic power financing mode (Ming, Ximei, Yulong, & Lilin, 2014). Research in gender studies indicated that beyond individual preferences and investment attitudes, cultural, social, and political factors also influence (both foster and constrain) an individual's agent to participate in RE production, and there is a gender difference in involvement in RE citizen participation schemes

(Fraune, 2015). The fourth study is a systematic literature review of 60 manuscripts in RE deployment, which comprehensively summarised the gap in this field (Can Şener, Sharp, & Anctil, 2018).

Despite the contribution this special issue and the subsequent research made by representing one of the first attempts to explore the field of REI decision-making, there are many aspects left unaddressed. First, though there are non-financial factors and behavioural finance elements in these studies, most research papers (Fuss et al., 2012; Hultman et al., 2010; Komendantova et al., 2012; Lee & Zhong, 2014) are designed to understand REI decisions mainly for the policy makers' utilisation. However understanding REI decision-making is not solely a concern of policy makers, as other stakeholders are involved as well. This paper will utilise a multi-stakeholder approach o address this issue. Second, the investigation of investment decisions has predominately focused on innovative RE technology development. Yet the investment in the diffusion of the RE technology such as distribution and utilisation received less attention. This paper will give more emphasis to cover REI in the utilisation level with relatively mature technology. The third aspect is about the limitations of geographical coverage. Most papers in this emerging research area are dependent on secondary data or primary data collected in Europe, with few papers covering empirical data in emerging economics such as countries in North Africa, Brazil, and India (Can Şener et al., 2018; Hultman et al., 2010; Komendantova et al., 2012; Masini & Menichetti, 2012). This paper will extend these previous findings by expanding the geographical scope by collecting qualitative data on REI decision-making in China. Additionally, there is clear skewness of the empirical data in this field. For example, Masini and Menichetti (2012) adopted a dataset skewed towards venture capitalists and private equity funds. To address this issue, this paper will include both private and public investors, such as institutional investors, RE utility companies, SII fund, state banks, government agencies, and state utilities engaged in REI (Mazzucato & Semieniuk, 2018). Lastly, from a methodological point of view, most of the studies (eg. Masini & Menichetti, 2013) used quantitative method collecting survey data to test a newly developed conceptual framework, while ignoring the inherent incompleteness of the conceptual framework. This paper will adopt an abductive approach to develop a more rigorous conceptual framework for REI decision-making rather than testing the ill-defined hypothesis based on an emerging framework.

As one of most relevant contributions, Masini and Menichetti's (2013) analysis of the four non-financial drivers of REI, fails to discuss adequately or convincingly the way in which they develop the conceptual framework, therefore lacks depth and validity. The authors claim that a series of exploratory interviews with industry experts helped to build their conceptual framework, but they only mentioned this in one sentence and did not explicate whom they interviewed and how they conduct the interviews to develop the four factors. I will now discuss why I think their four non-financial factors are not well defined.

They propose the first factor to be *a priori* beliefs including confidence in policy effectiveness and technology adequacy, which are the results of their personal history, educational backgrounds, and previous experience. This paper argues that investors' confidence in policy effectiveness and technology adequacy are dependent on the existing policies made by the government and the technology development rather than '*a priori* beliefs'. The authors then use investor's experience and firm type as the control variables, where investor's experience contradicts the first factor, *a priori* beliefs. The second factor, institutional pressure, is well linked to normative, coercive, and mimetic nature based on DiMaggio and Powell's (1983) discussion of institutional isomorphism which was studied in the social construction of knowledge by Mizruchi and Fein (1999) later. This paper will utilise these concepts of institutional influence in the contingency framework. They stated that the mimetic (e.g. influence of best practices) and normative (e.g. influence of explicit or implicit industry standards) isomorphism are the primary pressures in their study 's context without explaining the reason, and developed three attributes based on interviews with RE investors including the institutional influence of peers, consultants, and technical information. The reason that they left out the coercive isomorphism (e.g. deriving from regulation) is probably that they have already used the regulation related attribute, confidence in the effectiveness of existing policy under the first factor, *a priori* beliefs. Again, the authors did not mention any details of qualitative data such as how many investors they interviewed and how they developed the attributes, and they admitted that in the limitation section that these factors in the model are self-assessed. The third factor in the framework is the agent's attitude towards radical technological innovations, which is associated with uncertainty. However, there are many types of uncertainties, such as regulatory, technical, and market uncertainties. It is inappropriate to name this factor attitude towards radical technological innovations, but rather the decision-maker's attitude towards risks. The fourth factor in their framework is the level of knowledge that investors have of the operational context, which is related to incomplete information highlighting an individual's cognitive abilities. Both factor three and four should actually be ascribed under *a priori* beliefs, as individual factors. Additionally, all the proposed hypothesises are on the four factors' influence on the investment's portfolio diversification strategies, where this dependent variable is not mentioned or explained anywhere in the framework. These limitations of this conceptual framework call for further investigation to develop a better understanding of REI decision-making.

RESEARCH QUESTIONS

How do REI decision makers construct their decision-making process with multiple objectives including social, financial, and environmental goals?

METHODOLOGY

This paper pursued an exploratory interview study in order to gain insights into these REI investors' decision-making process. Semi-structured interviews with 25 informants from Mainland China were adopted. Interview languages include both Mandarin and English. The informants include REI investors from different sectors and senior managers in REI funds as individuals who possess a very high level of relevant knowledge and experience in the REI sector.

DISCUSSION OF RESULTS & FINDINGS

Consistent with the previously explored concepts of values, a novel theoretical framework called the Behavioural Reasoning Theory (BRT) (Westaby, 2005), which demonstrates how reasons influence the relationship between values, attitudes, and intention may help to explain the research question. BRT proposes that reasons influence global motives and intentions, as people use reasons to justify and defend their actions (Westaby, 2005). Early research by cognitive psychologists using experimental settings has acknowledged that decision makers construct reasons and arguments in order to justify their choice, which relates to uncertainty, conflict, context effects, and normative rules (Shafira, Simonsonb, & Tversky, 1993). Belonging to the behavioural intention models, BRT distinguishes values (behavioural beliefs) and context-specific reasons, and it was also used to understand consumer adoption of renewable energy (Claudy, Peterson, & O'Driscoll, 2013; Westaby, 2005). Though BRT is designed to understand consumer behaviour and is mostly adopted in marketing research to test hypothesis (Claudy et al., 2013), the distinction between values and context-specific reasons can be used to offer new perspectives to REI investment decision-making. This paper does not aim to test BRT quantitatively, but rather extend the concept of reasons from BRT to build the framework and to offer possible explanations of the research findings.

Building on this special issue in Energy Policy, Masini and Menichetti (2012, 2013)'s work, subsequent research in this specific field, and BRT, addressing the above mentioned significant limitations, this paper will bring in insights from social impact investment research to REI decision-making using empirical data in China to develop a new contingency framework. Embedded in the behavioural finance literature, this paper brings aspects from the social impact investment literature to enrich the understanding of REI decision-making in energy policy.

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BIO

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NZIE COMPLETED RESEARCH - Alumni & Completed Research Reports

The impact of social media on a wedding dress purchase intentions

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Abstract

The process of choosing a wedding dress is associated with a high level of uncertainty due to the importance of a wedding event for every woman. Due to this uncertainty, brides tend to seek for advice not only among their relatives and close friends but also in online communities. Seeking the information regarding dress fit, current trends and styling options, brides often turn to the internet, in particular to social media channels that are mostly focusing on providing visual information, such as Instagram and Pinterest. Based on previous researches, conducted in with the focus on traditional apparel and purchase decisions, it was suggested that social media serves two main purposes for the bride. First, it is a source of information related to the purchase, such as imagery, styling, fashion trends. Second, it is a virtual community, that generate peer pressure. The data obtained from an online questionnaire provided a rich description of the phenomenon of interest. The finding revealed that information taken from social media has a strong influence on purchase decisions. However, peer pressure on social media represents a non-significant impact on wedding dress purchase decisions, despite the fact that it has a significant impact on the apparel purchase process. The findings may be relevant to any bridal fashion retailer and are of great interest due to the limited studies conducted in this area of research.

Business-related impacts of road constructions on Karangahape Road

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Abstract

The research aimed to investigate business owners concerns and expectations about the impacts of road construction on their businesses. Despite the premise that road works present several benefits for organisations after completion, they can be very disruptive while they last. St. Kevins Arcade is a commercial gallery located on Karangahape Road, in Auckland, New Zealand, and it is going to be affected by future road works planned by government entities. Thus, the comprehension of concerns and expectations of business owners, as well as the understanding of possible actions that could be taken to minimize the negative impacts of road work, were explored by the research questions. In order to answer the research questions, the qualitative and interpretive approach was chosen. In order to gather qualitative data, business owners around one section of the road were invited to participate in semi-structured interviews. The thematic analysis was used to analyse the data and provide research findings. As a result, this research aimed to provide St. Kevins Arcade with strategies for the future construction period. Four major themes were identified as relevant to answer the research questions: concerns and expectations, causes for concern, mitigation actions, and community and surroundings. Overall, business owners have several concerns about negative impacts on their businesses, especially related to traffic flow and accessibility for customers. Besides that, the little and outdated information provided by the entities responsible for the road works is the main cause for concern. Communication to the customer and proactive marketing campaigns, as well as the claiming for financial compensation, are some of the mitigation actions planned and desired by business owners. Lastly, the importance of the community and the neighborhood that Karangahape Road is known for must be taken into consideration by any organisation that intends to plan actions in the area.

Importance of an effective library management system, library automation and library as a creative learning environment

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Abstract

The aim of this research is to analyse the importance of an effective library management system using automation and providing creative learning opportunities. The advancements in technology have resulted in posing both opportunities and pro blems in every sector especially education. A library being a storehouse of information and educational material, while a lack of an effective software can hinder the routine functions of the library, a lack of the required resources, space and activities may fail to promote a creative learning environment. To have a better understanding of the situation of the effectiveness of the current library software and creating learning activities in school libraries, this study aims to gain the perceptions of school librarians of various schools in Auckland. The findings of this project serve the purpose of providing Takapuna Primary School with information to analyse the effectiveness of their software and to consider possibilities of enhancing their current library environment. Using the qualitative study, the library management systems of other schools were investigated. The views of 9 fellow librarians of schools were audio-recorded by conducting a semi-structured interview. The information gathered during the interviews were focussed on the effectiveness of the software being currently used by each school and how the library space and resources were being used to promote creative learning in students. The findings of the study revealed that most of the schools have invested in private library software systems which are found to be very effective. However, through this study some general issues were brought to light such as the lack of a qualified librarian, less working hours being granted to qualified librarians and the developments expected to be carried out in future for a better library space for students. Analysing these aspects may prove to be helpful for Takapuna Primary School to consider upgrading their current library system and library space.

Keywords: *Library Management System, Library software, creative learning, qualitative study, semi-structured interviews*

The relationship between perceived service quality, customer satisfaction and customer loyalty at the New Haven Motel

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Abstract

The purpose of this study is to empirically identify the determining factors of service quality and to determine the relationship between perceived service quality, customer satisfaction and customer loyalty at the New Haven Motel in Auckland. This study adopted a deductive approach using survey questionnaires built upon existing literature and based on the SERVQUAL model. A five-point Likert scale-based questionnaire was used to measure the five dimensions of service quality – Assurance, Empathy, Reliability, Responsiveness and Tangibility, customer satisfaction and customer loyalty using 32 items in total to test the hypotheses of this study. Non-probability convenience sampling technique was applied to collect primary data from the New Haven Motel customers. The study targeted a sample size of 33 to 50 respondents within 7 weeks. A total of 42 respondent's data were collected to conduct this study which was cross-sectional due to the limited period. Data were analysed using the SPSS (Statistical Package for the Social Sciences) software. Reliability was tested using Cronbach's Alpha and validity was tested through content validity and construct validity. Content validity was confirmed based on existing literature which used the SERVQUAL model and construct validity was tested using factor analysis. Correlation and regression analysis were employed to test the hypotheses and identify the relationship between the variables in this study. Results and findings indicated that customers perceived service quality the highest in terms of intangible aspects particularly assurance and responsiveness followed by empathy and reliability, and service quality in terms of tangibles was perceived the lowest. The hypotheses of this study were tested confirming that service quality and customer satisfaction have a significant positive impact on customer loyalty. The significance of the model was tested and revealed that customer satisfaction has a stronger impact on customer loyalty compared to service quality. Overall, the model showed a significant positive relationship between service quality and customer satisfaction on customer loyalty. Based on the results and findings three recommendations are proposed. As this

study provides insight on customer perception of service quality particularly in terms of intangibles, it is implied that the motel manager should focus on enhancing customer satisfaction, and service quality dimensions such as assurance, responsiveness, empathy and reliability which are of highest value to its customers because service quality and customer satisfaction impact customer loyalty.

Keywords: *Service quality, Customer satisfaction, Customer loyalty, Hospitality*

Identifying membership benefits of Takapuna Beach Business Association to provide improved services

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Abstract

Local business associations (LBAs) are proven to be a valuable resource for small and medium-sized businesses (SMEs) to gain opportunities for development and growth. However, unfulfilled members' expectations decrease take-up rates of associations services and disrupt the stability of the associations. This case study, "Identifying membership benefits of Takapuna Beach Business Association to provide improved services", was conducted in 10 weeks' timeframe and found significant differences in perceptions of different business categories on the TBBA services. The lobbying role of the TBBA was found much less important for the members than Improving the town center environment. The study aimed to improve understanding membership motivation, to allow the TBBA sustaining network relations. Mixed methodology embedded quantitative and qualitative components for creating an accurate and reliable perspective on TBBA services. The concurrent mixing method integrates data at the stage of analysis and interpretation. Qualitative data were analyzed through a general inductive approach, analysis of quantitative data rests on descriptive statistics, crosstabulations. The study involved 70 TBBA members, the CEO, and the executive of the TBBA and one of the Board members. Qualitative data, which was derived from the interviews with TBBA CEO and a Board member, constituted a framework for investigation and discussion in the lights of literature concerning association members engagement. Subsequently, the survey was conducted with 70 TBBA members, who assessed the importance of specific TBBA services provided to them in addressing their real business needs. Hypotheses were confirmed. Despite some limitations (e.g. excluding impact on stakeholders of the TBBA other than members, considering context solely of a BID area, etc.), findings have important managerial implications for the TBBA and partially for other LBAs in terms of understanding real motives for SMEs to join associations, promote LBAs image and improve resource allocation.

Keywords: *local business associations, membership benefits, sustaining business networks*

NZIE POSTGRADUATE RESEARCH IN PROGRESS - Research Proposals

Factors influencing SHARE's anticipation of future interactions with customers

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Abstract

This cross-sectional qualitative research project will investigate the phenomenon of organisational culture (OC) within New Zealand branches of the multinational company ENGEO. ENGEO is a successful company that demonstrates their competitive advantage comes greatly from their strong OC. OC is a topic that has received much attention in recent years, driven largely by the recognition of its relationship with organisational behaviour and how it impacts organisations positively and negatively. Even though OC is a product of social interactions, related to the subjective nature of human relationships, literature on the theme is mostly of quantitative studies that generally measure impacts of OC on organisations through defined dimensions and frameworks. Furthermore, there is a lack of studies that aim to understand how consistent the OC that a company defends and the OC that employees perceive actually is. Thus, this study is motivated by the gaps in literature, interest in the theme of organisational behaviour, and the relevance of OC for the studied company. Interview schedules with open-ended questions will be used to gather information regarding the three levels of OC from Schein's (1985) model, and will demonstrate employee's perceptions of OC. Observations will be made to outline the OC defended by ENGEO. Purposeful sampling will target consenting employees to participate in the study, who will have full anonymity regarding their responses. Collected data will be coded and subsequently analysed inductively by comparative thematic analysis. The studies limitations are mainly a consequence of the short time available for completion, and the high ethical standards defined to ensure anonymity of consenting participants. The significance of this study relates to its contribution towards the underexplored theme of consistency between employee's perception and company defined OC, and its value for the investigated organisation.

The value of business process to organisational performance

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Abstract

Purpose - The purpose of this research is to explore the core of business process construct, creating a broad understanding that comprises any derived terms, to assess its importance to overall company performance. In other words, the research aims to evaluate the benefits business process provide to companies' competences, effectiveness and job performance. The main topic is the value-added to organisational ability to accomplish desired goals enabled by a general knowledge of business process concepts and approaches.

Design/methodology/approach - The research is designed as a post-positivist qualitatively oriented single case study. It uses semi-structured interviews through convenience sampling, observations and documentation to methodically analyse the perceptions of the researched company's employees towards business process, to extract the value of this construct to company performance. The sample is composed of all current employees and consists of thirteen interviews, that will be catalogued, transcribed and coded in themes.

Research limitations/implications - The research is a single case study with a small participant sample and no generalization is expected. However, the findings aim to support the importance of comprehending business process' impacts in the company competences. Also providing insights for further researches in the field. The time and word-count restrain also limits the scope of this research.

Practical implications - Through an overall understanding of business process approaches and its impacts on company performance, managers can make better-informed decisions and enhance the benefits provided by this construct.

Significance/originality/value - The relevance of this research is a broad view of business process construct, encompassing its many derived concepts, through a qualitative approach applied in the New Zealand context. The value is attributed to the original presentation of business process as a core concept to enhance company performance.

Keywords - Business process, Business process management, Business process orientation, Company performance.

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In alphabetical order by first name

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