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- The development of process innovation and organizational performance in Malaysian healthcare industry
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- Social Software Characteristics and the Impacts on Students Knowledge Sharing Behavior
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- **Opinion Leaders For Increasing The Market For Non-Life Insurance Products In India**
  by P A Rauna, Saloni Mehra

- **Human Resource Management and Firm Performance**
  by S.K Priyadharshini, T.J. Kamalanabhan, R. Madhumathi

- **Research framework for analysing consumerism in Mexico towards renewable energy products**
  by Pável Reyes-Mercado, Rajagopal
  **Abstract**: This paper analyses the diffusion and adoption of renewable energy products by urban households in Mexico. Because renewable energies take naturally present inputs that do not deplete within time, they have been suggested to be one feasible way to make the energy transition work. Existing studies have explored the issue addressing economic, behavioural factors, and innovation attributes separately. Drawing on theories and models as consumer choice, theory of reasoned action, theory of planned behaviour, diffusion of innovations, and social network theory, this paper suggests a new paradigm for analysing the integrated dynamics of diffusion and adaption of technological innovations in the products and services of renewable energy among urban households in Mexico. The interaction among economic, behavioural, and innovation attributes variables is around the integrated framework. Implications arising from this framework are discussed for managers, policy makers, and further research.
  **Keywords**: Adoption; Diffusion; Consumerism; Renewable energies; Households; Mexico; Research framework; Research propositions.

- **Cyber Ocean: A Roadmap to Maritime Cloud**
  by Kleanthis Dellios
  **Abstract**: The Maritime domain; a sub domain of the wider Critical Infrastructure domain plays a decisive role in the worldwide digital economy and collaborative environments where leading Information and Communication Technology is being utilized. In addition, the emerging technology of Cloud Computing is providing holistic frameworks for generating and delivering a plethora of interoperable, cost effective and scalable e-services creating new business opportunities and immediate profit when implemented. Driven by this motivation, a perspective beyond the traditional Information and Communication Systems utilization; a road-map to Maritime Cloud is proposed. The digital frontiers of the Cyber Ocean and the strategic approach for the creation of the Maritime Cloud environment are defined and the Maritime Cloud Architecture is designed in order to host innovative maritime services in a new era of technology for the maritime domain.
  **Keywords**: Cyber Ocean; Maritime Cloud; transition plan; cloud stack; reference architecture; Information and Communication Systems; maritime cloud services.

- **Exploring Relationship Marketing Dimensions and Their Effect on Customer Loyalty: A Study of Indian Mobile Telecom Market**
  by Ashish Gupta, G P Sahu
  **Abstract**: This paper aims to examine the impact of relationship marketing dimensions (namely trust, long term relationship, technology orientation, service quality, satisfaction, loyalty program and brand image) on customer loyalty in mobile telecom market in India. To test the proposed model in the context of mobile telecom services, the authors use data collected from pilot survey of 120 sales professionals who are using mobile services for business usage to pre-test the conceptual model. The data were factor-analysed, reliability was tested to determine the key dimensions of relationship marketing and for performing the subsequent multivariate analyses. Interest in the subjects of relationship marketing and customer loyalty has been growing among marketing researchers and practitioners. This study Reinforces and refines the body of knowledge relating to relationship marketing tactics in mobile telecom industry in India, that can be used in management of better relationship with customers, enhances users mobile service usage.
  **Keywords**: Relationship marketing; Customer loyalty; Satisfaction; Mobile telecom; Service quality; India

- **MANAGERIAL COGNITION AND DOMINANT LOGIC IN INNOVATION MANAGEMENT: EMPIRICAL STUDY IN MEDIA INDUSTRY**
  by Jukka-Pekka Bergman, Ari Jantunen, Anssi Tarkiainen

- **An Empirical Approach to Customer Perception of Mobile Banking in Indian Scenario**
  by Sadia Samar Ali, Rajbir kaur

- **The Role of Upstream and Downstream Social Marketing in Electricity Consumption Management**
  by Elaheh khajeh, Reza Dabestani, Saeed Fathi

- **Foreign direct investments affecting accounting quality in transitional economies of Europe**
Effectiveness, IS Evaluation, Information Systems, Jordan, Developing Countries.

Keywords: Others with lower business experience.

Enhance HR functions (i.e. operational, relational, and strategic effectiveness) more than organizations which have a higher experience felt that the use of HRIS improve and on the impact of the HRIS on HR functions. Finally, the results reveal that business These results also indicate that the size of organizations does not play an important role in HRIS effectiveness either taken together or separately attributed to the scope of HRIS based on previous studies. Three factors for measuring HRIS effectiveness were identified, namely: (1) transformational/strategic, (2) operational/administrative, and (3) relational. The conducted analysis indicates that there is a moderate and a positive impact on HRIS effectiveness either taken together or separately attributed to the scope of HRIS applications being used. The results indicate that some types of business sectors (i.e. banking) apply HRIS applications more than others especially for strategic purposes. These results also indicate that the size of organizations does not play an important role on the impact of the HRIS on HR functions. Finally, the results reveal that business organizations which have a higher experience felt that the use of HRIS improve and enhance HR functions (i.e. operational, relational, and strategic effectiveness) more than others with lower business experience.

Keywords: Human Resource Information Systems, HRIS, HRIS applications, HRIS effectiveness, IS Evaluation, Information Systems, Jordan, Developing Countries.
• FACTORS INFLUENCING INTERNATIONAL STUDENTS INTERCULTURAL DEVELOPMENT AND ENGAGEMENT

by Medha Satish Kumar, T J Kamalanabhan

Abstract: A pressing need to develop intercultural outlook of students to meet global employment market has encouraged several universities to promote international student exchange programs. Mere exposure to cultures is not sufficient to build intercultural sensitivity. This study addresses the prediction and outcome of intercultural development among international students. Four intra-individual factors, three inter-individual factors and demographic variables are described as important predictors. Outcome of intercultural development is described in terms of student engagement. A survey questionnaire was administered on 184 European students. Empirical testing reveals that gender and duration of stay made a significant impact of intercultural development. Findings showed that intercultural development significantly predicted by cosmopolitanism, emotional intelligence and social support. Furthermore, a unique relationship between frequency of interaction and intercultural development was found. Intercultural development is a significant predictor of student engagement. Practical implication for assessment, training and development, and planning exchange program for students are discussed.

Keywords: intercultural development; student exchange program; student engagement; intra-individual factors; inter-individual factors

• A mixed methods approach to studying asset replacement decisions

by Nattawoot Koowattanatanchai, Michael Charles

Abstract: Research on taxation policy has traditionally been undertaken using quantitative methods, although it is increasingly obvious that such work cannot take place in a contextual vacuum. The use of taxation policy to encourage innovation in the Australian rail freight industry was assessed via a quantitative model, but the results were contrasted with interview data gleaned from industry decision makers. While the quantitative model predicted that acceleration depreciation schedules would encourage innovation, a variety of contextual and institutional factors, as indicated by industry decision makers, were found to limit investment. Finally, a focus group was used to test the validity of both aspects of the research. The study represents a case in point for using a mixed methods approach in finance research.

Keywords: finance research methods; accelerated depreciation; tax policy; investment

• Designing a model for the relationship between marketing activities and organization performance: Meta-analysis on the moderating role of research topic characteristics

by Bagher Asgamezhad Nouri, Ali Sanayei, Saeed Fathi, Ali Kazemi

Abstract: The role of marketing in explaining firms business performance has received significant attention throughout the history of the marketing discipline. Over the past two decades, researchers have considerably enhanced conceptual understanding of the role of marketing in enabling firms to create and sustain competitive advantage. Recent advances in the marketing-performance interface have also begun to provide more empirical evidence of the impact of specific marketing activities and different types of marketing-related assets on firms performance. On the other side, results of studies in many academic fields that are conducted about a specific issue are usually confusing and contrasting. Meta-analysis is a research approach that helps the researcher to a large extent to identify the moderating variables in the results of previous studies. Despite various researches have been conducted, such contrast is also observed in the relation between marketing activities and organization performance. Characteristics of the research topic can be referred among the several reasons that have been mentioned for such divergence in similar studies. It was tried in the present survey to identify the role of moderating variables regarding characteristics of the research topic in the relation between marketing activities and organization performance using meta-analysis approach. The obtained results revealed that the moderating variable related to characteristics of the research topic consisting of marketing activities indexes, organization performance indexes, researcher field and year publication of the research has been led to a significant difference in results of studies regarding the effect of marketing activities on performance of organizations.

Keywords: Marketing activities, Organization performance, Characteristics of research topic, Meta-analysis approach

• Strategic Innovation towards Profitability and Growth in Chinese Cosmetic Industry-A Structural Equation Modeling Approach

by Xu Yang

Abstract: Strategic innovation research was conducted during the 1980s and early 1990s (Derrick and Soren, 2007). Since then, numerous researchers mentioned strategic innovation from different views. In order to obtain the essential of strategic innovation from these prior papers and improve Chinese cosmetic firms application of strategic innovation in their business, this paper research the constitution of strategic innovation, and analyze the effect of strategic innovation on profitability and growth in the cosmetic industry by focusing on the Chinese market. In the study, 19 types of strategic innovation were turning
up from journal reading. Then a questionnaire focusing on the cosmetic companies choice of these 19 types of strategic innovation were sent to 800 cosmetic firms, and 267 firms responded from 26th March 2008 to 25th September 2008. Based on the data, four factors of strategic innovation were extracted by exploratory factor analysis, which were the constitutions of strategic innovation—new market creation, product value addition, competitive disruption, and service value addition. With structural equation modeling (SEM), a research model is establishes between the four constitutions with profitability and growth. The results indicate strategic innovation positively affects profitability and growth in the Chinese cosmetic industry.  
 Keywords: strategic innovation, constitution of strategic innovation, profitability, growth

- A Bi-Level Approach to frequency optimization of public transport systems  
  *by P.G.Saleeshya Parakkal, Aninudh S*  
  **Abstract:** In this study we concentrate on one of the three major areas of the whole transit network design problem that being the frequency setting. The main problem addressed here is the minimization of loses borne by a Public State Transport Corporation in India. This is achieved by optimally allocating resources to shared routes already in existence. The bus frequency setting problem is solved using a bi-level methodology. In the first level minimum required fleet size for the routes are found out by considering the routes individually. In the second level with the guarantee of load feasibility, allocation of frequencies is done for the fleet size found in the first level. This is done by also taking into consideration the achievement of minimization of operational cost of the routes under consideration as added objectives. The relation between the operations cost and the maintained frequencies are found out using Artificial Neural Network (ANN) and the second level is solved using a multi objective Genetic Algorithm (GA). This methodology has been used in optimizing two shared routes and the results are thus presented.  
 Keywords: Genetic Algorithm, Public Transit Scheduling, Artificial Neural Networks, Frequency Setting, Fleet Reduction.

- An Integrated Model for Identifying the Determinants of the Adoption of Human Resources Information System (HRIS) Applications in Business Organizations  
  *by Rand Aldmour, steve love*  
  **Abstract:** This research has attempted to examine the influence of the firm’s internal and external environmental factors upon its adoption behavior of HRIS applications. To achieve the study objectives, and to conduct the research in a systematic approach, a conceptual framework was developed. The conceptual framework ties together the major factors proposed to influence the firm’s adoption of HRIS applications. The key factors were presented under two broad dimensions, i.e., internal and external. The data for this research were collected through structured-directed interviews with 236 respondents. The target respondents were the shareholdings companies in Jordan, and the key respondent approach was employed. The primary date has been analyzed by a variety of multivariate statistical techniques including: discriminant function analysis, the Jackknife and split-Half methods for validating the DFA functions; the Chi-square test, the Univariate F-ratio test; McNemar test, and the t-test. The result provides empirical evidence that the integration approach of the firm’s internal environmental and its external environmental measures give better explanation of the prediction of adoption of HRIS behavior (i.e., classification of adoption group membership).  
 Keywords: HRIS applications, HRIS adoption, Internal and external factors.

- A Two-Stage Examination of Business Innovation Decision-Making: Evidence from Ireland  
  *by Declan Jordan, Jane Bourke*  
  **Abstract:** Based on primary Irish survey data, this paper sheds light on how businesses make decisions regarding product and process innovation. The paper compares the performance of a one and two-stage model of innovation decision-making. The results suggest that a two-stage model of the innovation decision has a statistically significant advantage in predicting the innovation output. However, the paper also discusses whether the two-stage model is a useful way of understanding how businesses make decisions on innovation in practice.  
 Keywords: Customer and Supplier Interaction, Innovation Management, Decision-Making, Sources of Innovation.

- OPTIMUM ACCEPTABILITY OF RECRUITMENT SYSTEMS: A NEW MULTI-CRITERIA APPROACH ON HUMAN RESOURCES  
  *by María Romero, Luis Romero, María Luisa Cuadrado, María Isabel de Corcuera*  
  **Abstract:** Companies today do not have a specific, reliable method to optimally select a candidate for a job post. This paper proposes an aggregate index of acceptability in order to help companies to establish a ranking of potential candidates in the recruitment processes conducted by the Human Resources Department. The main advantages of the proposed aggregation index are the following: a) it takes into account several selection criteria, b) the procedure for calculating the index is simple and c) the potential candidates can be ranked differently depending on the aggregation structure of the criteria involved. Our theory is applied in a recruitment process based on fifteen interviews with potential candidates for a post of responsibility in a finance company. The proposed method is
used to hierarchically sort the candidates under consideration according to the requirements of the company. This methodology can be applied to the recruitment processes of any company that, based on its requirements, wants to determine the best candidate or candidates for a particular job.

**Keywords:** multiple criteria decision making; analytic hierarchy process; recruitment processes; aggregate index of acceptability; compromise programming; distance functions

**STRUCTURAL EQUATION MODELING OF CHILDREN'S ROLE IN FAMILY BUYING**

by Monica Chaudhary

**Abstract:** Consumer behavior is getting increasingly complex. Corporates are managing their relationships with their customers to generate benefits for both customer and company. This paper focuses on decision making in a family and analyzing how children impact their parents consumer decisions. This study also proposes an effective framework to carry out a structural analysis on the family buying process and understand the children's influence in the family purchase for various products. A structure equation model was employed to incorporate children consumer socialization agents, children use of pester power through various influence strategies, the three stage family buying process and finally the children's influence in the buying of three selected product categories. The paper ends with a conclusion and implication for marketers.

**Keywords:** Consumer, Children, Buying, Structural Equation, Family

**Partial least-squares structural equation model (PLS-SEM) for predicting the success of new product development**

by Glauco Mendes, Gilberto Ganga

**Abstract:** Critical success factors are best practices that can be used to improve new product development (NPD). Survey methods are normally used for identifying critical factors in NPD studies. Subsequently, the data gathered are reduced through traditional multivariate analysis. The objective of this article was to propose a partial least-squares structural equation model (PLS-SEM) for predicting new product success or failure. PLS-SEMs form a second-generation multivariate method that is recommended for achieving high levels of statistical analyses. The data were gathered from a sample of 104 new product projects developed for Brazilian small and medium-sized enterprises (SMEs) in two technology-based industries (medical devices and process control automation devices). The conceptual model was tested to examine the relationships between NPD practices and new product outcome. The results will be helpful for guiding management actions, as a way to improve NPD performance in those industries.

**Keywords:** new product development, applied statistics, Partial Least Squares Structural Equation Model (PLS-SEM)

**Predicting the Success Possibility of Information Sharing implementation in Supply Chain**

by Akshay Pujara, Ravi Kant

**Abstract:** The aim of this paper is to understand Information sharing enablers (ISEs) and to identify priority weights to evaluate the strength of the corresponding factors present before Information sharing (IS) implementation in SC. Therefore, this study proposes an analytic hierarchy model for helping management to rank the ISEs affecting the IS implementation in SC, and measuring the success possibility for implementation. It uses Analytical Hierarchy Process (AHP) and Consistent Fuzzy Preference Relationship (CFPR) approach to prioritize ISEs that support the IS implementation in supply chain (SC). Out of eighteen, top twelve ISEs were selected through nation-wide questionnaire base survey on Indian manufacturing organization. An empirical case of a Gear Manufacturing organization is assessed by twelve specialists six from case organization, three each from suppliers and distributors. The results obtained through AHP and CFPR methodologies are compared with the result of questionnaire based survey of Indian Manufacturing Organizations. If information sharing enablers (ISEs) with higher priority weights are properly controlled during implementation than IS implementation in SC becomes more effective.

**Keywords:** Supply Chain, Information Sharing, IS, Information Sharing Enablers, ISEs, Analytical Hierarchy Process, AHP, Consistent Fuzzy Preference Relationship, CFPR, Case Study, Indian Manufacturing Organizations

**Exploring the critical success factors affecting the performance of Management Institutions**

by Umayal Karpagam Palaniappan, Suganthi Logannathan

**Abstract:** The role of education, especially business education is responsible for making management capable enough to cope with challenges due to globalization. In the present market trend, the performance of the business schools (B-schools) captures a very significant role and holds major responsibility for the economy and the growth of a country. In order to support this situation and to assess B schools, this research was started with the generic vision To become a leader in Management Education. It follows a systematic approach in identifying and presenting the key performance indicators of management education in terms of objectives and measures of balanced scorecard and to build a framework using exploratory factor analysis, with a view to improve quality. Of
many tools available for performance measurement, Balanced Scorecard (BSC) has a strict framework of four dimensions and gives importance to non-financial measures, which could assess the performance of institutions better.

**Keywords**: Business Schools, Performance Assessment, Balanced Scorecard, Framework, Exploratory Factor Analysis, Objectives, Measures, Management Education, Critical Success factors, Quality.

- **Variety Seeking Behavior on Asian Traditional Food accompaniment Pickles**
  by Jayanthi Thanigan, Rajendran G
  **Abstract**: The study explores the relationship between the determinants and dependent variable. The moderating effect on the relationship is also examined. The study was carried out on Pickles. Questionnaires were administrated through direct contact method to collect data. Multiple Linear Regression (MLR), ANOVA, Independent T-test and General Linear Model (GLM) techniques were used to analyze both demographic and behavior variables. The managerial implication and direction for future research has been discussed.
  **Keywords**: Keywords â€“ Variety Seeking Behavior, Need for Variety, Promotional deal, Purchase frequency, Perceived Risk, Hedonic/Utilitarian motives, Perceived brand difference, Optimum Stimulation Level, Cognitive orientation, Social Character.

- **The Viability of Benefit Segmentation in Tier II cities of India - Identifying Benefits Sought by Indian Customers**
  by Ashish Gupta, Anushree Tandon, Vibhuti Tripathi
  **Abstract**: The Indian retail industry has been affected by numerous changes, one of which is the evolving behaviour of Indian customers. Customers are no longer shy to express the benefits they seek from retail environments and are driven towards stores which meet their individual needs. The purpose of this paper is to understand the benefits sought by Tier II city customers from retailers. An extensive literature review was conducted to identify variables for the study which were incorporated into a structured questionnaire. The instrument was administered via a store intercept survey among department store shoppers in Tier II cities of Allahabad and Kanpur. The data was analysed with Exploratory Factor Analysis to identify specific benefits desired by the customers from the store. These benefits may be used by retailers for the purpose of segmentation and build a unique, differentiated positioning platform to attract/retain customers.
  **Keywords**: retail, benefit-segmentation, shopping, department store, India, Tier II cities

- **Talent Quotient for Indian Management Teachers**
  by Rupali Singh, Tripti Singh
  **Abstract**: The objective of the paper is to develop and validate a measurement scale for defining talent for management teachers in India in terms of a quotient. Structured questionnaire was prepared for the teachers teaching in Indian management colleges/management department/business schools having more than 10 years of existence. A Pretesting is carried out with 15 experts of the high academic experience to identify parameters to be used in a pool of questions and then Confirmatory Factor Analysis technique has been adopted to draw Scale Composite Reliability and Average Variance Extracted and later discriminate validity is checked thorough factor inter-correlation matrix. A six attribute scale is developed and validated which will be utilized in determining teachers talent quotient in Indian business schools.
  **Keywords**: Talent Management, Management Teachers, Talent Quotient, Scale Development, Management Institutes, Business-Schools

- **The Relationship between Total Quality Management Practices and Organizational Performance at Jordanian Hospitals**
  by Rateb Sweis, Khalid Al Ahmad, Ghadeer Al-Dweik, Afnan Alawneh, Ayman Abu-Hammad
  **Abstract**: This study aims at exploring the relationship between applying total quality management programs (i.e. training, teamwork, top management commitment, continuous improvement, and customer satisfaction), and the organizational performance in Jordanian hospitals. A proposed research model and hypotheses are developed based on a comprehensive literature review. A questionnaire is used to collect data from a sample of management employees of major Jordanian hospitals. Regression analysis is performed to examine the relationships. Results reveal positive relationship between the total quality management practices and the organizational performance in Jordanian hospitals. Organizational performance is affected mostly by top management. The study concludes that organizational performance improves under the existence of the explored practices of quality management. The study implies that managers should consider quality improvement strategies as a top priority to enhance and promote the organizational performance and effectiveness.
  **Keywords**: TQM practices; organizational performance; Jordan; health sector

- **Stakeholder Analysis: A Vital Step in Restructuring Projects in Project-based Companies**
  by Behrouz Zarei, Yahya chaghouee, Fereshteh Ghapanchi
THE MUSIC INDUSTRY BUSINESS MODEL AFTER INTERNET: EFFECTS OF INNOVATION

by Silvia Zilber, Odair Frôes de Abreu Jr

Abstract: The aim of this study was to analyze the impact of the Internet in the Business Model of selected components of the Music Industry chain. The introduction of the Internet is understood to be an innovation that transformed the music industry. The method used was a multiple case study featuring four content creators (artists) and two content distributors (a major label Sony and an indie label). The results showed changes in the product (becoming a digital rather than a physical product) and distribution (online retailers and disintermediation, which enables artists to connect with customers directly) as well as increased revenue for artists and indie distributors, which have benefited by publicizing over the Internet. The major distributors did not observe this increase in revenue, perhaps as a result of piracy.

Keywords: Transformation of the Music Industry; Internet; Innovation; Business Model; Disintermediation

Factors Influencing the Organizational Adoption of Human Resource Information Systems: A Conceptual Model

by Rand Aldmour, Steve Love

Abstract: This paper aims at developing a comprehensive conceptual model that explains and predicts the adoption of Human Resource Information Systems (HRIS) by organizations. This is deemed significant given that our review of the studies tackling the adoption of HRIS at the firm level suggests that results are to some extent inconsistent. Moreover, studies identifying environmental factors (i.e. internal and external), especially those determining organizations adoption of HRIS at the firm level are limited; and consequently our understanding of why some organizations adopt HRIS applications and others is incomplete. In developing our conceptual model, we first conducted content analysis over previous studies to identify the main constructs affecting the adoption of HRIS at the organizational level. Accordingly, a questionnaire was developed using validated items borrowed from previous research and was then distributed to general and human resources managers. Data was collected from 236 companies, listed in Amman Stock Exchange Market database, in Jordan. To test the validity of the identified constructs and to explore the sub-factors included within these constructs, a principal component factor analysis was conducted and eight main constructs were identified. Five constructs including sixteen sub-constructs were accommodated within the internal environmental dimension, whilst only three main constructs including four sub-constructs were accommodated within the external environmental dimension.

Keywords: Human Resource Information Systems, HRIS, Adoption, Conceptual Model, Factors Analysis, Information Systems

Toward a Novel Business Model for Marketing Networked Companies

by Saeed Azizian, Behrouz Zarei, Majid Shishehgar, Setareh Sadeghi

Abstract: Designing smart business models to be used as a solid step in starting a business has become an important issue in today's world of e-commerce. Marketing networked companies also as a new and web-based business are in dire need of designing such a model for their success. The aim of this study was to identify the components of this model. To understand the system and gather the in dire need of information to define the various elements of the business model, we have used the methodology of soft systems. In this method, we will provide a picture of the status quo as well as a general definition of the optimal system, based on which we will define the blocks of the business model. Our reference model for designing business model of marketing networked companies is "ontology" business model.

Keywords: Business Model; Marketing Networked Companies

Exploring the dimensions of Image Management using Interpretive Structural Modelling and MICMAC Analysis.

by Kuiljeit Uppaal, Manju Singh

Abstract: The buzz word today is Image Management! It has had people intrigued and curious, and yet unaware of its concept as well as what it envelops. In the academic world it is a relatively untouched area as a complete concept, which thereby urges the need for study and makes it highly pertinent for research. The concept of image management spans an entirety of elements that comprise it, as also offers a way out for growth and enhancement for us human beings, our need for acceptance, growth and recognition, as well as aspirations in the dynamism of the contemporary world, at a personal as well as professional level. The research paper throws light on the brief history and evolution of image management, and an understanding of the concept of image management. It also highlights the core elements of image management which have been arrived at, based on systematic literature review as well as Interpretive Structural Modelling (ISM) approach and MICMAC Analysis; coupled with the interrelationship between the varied elements of the concept of image management.

Keywords: Image Management, Concept,*Interpretive Structural Modelling, Interrelationship, MICMAC Analysis
- **Sustainable Leadership and Consequences at Thailands Kasikornbank.**
  
  *by Sooksan Kantabutra, Thachapong Thepha-Apiraks*

  **Abstract:** This paper adopts Averys 19 sustainable leadership practices derived from Rhineland enterprises as a framework to examine the sustainable business practices of Thailands second largest financial services providers. Adopting a case study approach, multi-data collection methods included non-participant observations made during visits to the enterprise, and reference to internal and published documentation and information. In-depth interview sessions were held with 26 top management team members and employees, including CEO, president and division heads. Other stakeholders include former consultants, minority and majority shareholders, and customers. Six core sets of practices consistent with the 19 sustainable leadership practices were identified: a focus on long-term perspective, people priority, innovation, social responsibility, uncertainty and change and ethical behavior. These core themes sharply contrast with the prevailing Anglo/US business model of short-term maximization of profitability. Enterprises in Thailand or other less developed countries which wish to sustain their organizational success can adopt Averys 19 Sustainable Leadership Grid elements to examine their leadership practices and adjust them to become more sustainable.

  **Keywords:** Leadership; sustainable leadership; Rhineland principles; Anglo/US leadership; social vision.

- **Development of recruitment scale and their validation using Structural Equation Modelling:**
  
  *An empirical study on management school faculty*
  
  *by Mandira Basak*

  **Abstract:** The aim of the paper is to develop and validate a measurement scale for recruitment of management faculty. Semi-structured interviews of academicians were conducted to identify parameters to be used further in designing the questionnaire to be administered to faculty of business school. Exploratory Factor Analysis technique has been adopted in order to develop the factors and generate the scale, and later, Confirmatory Factor Analysis to assess its reliability and validity. A 13 point scale, which will be utilised in assessing the factors influencing faculty recruitment in business schools and their inter dependence with each other is developed and validated.

  **Keywords:** Faculty recruitment, scale development, Management education, Structural equation modelling

- **Cluster Management and Research Commercialization**
  
  *by Jarunee Wonglimpiyarat, Achara Chandrachai*

  **Abstract:** The purpose of this study is to examine the process of research and development (R&D) commercialization of the food industrial cluster, one of the most important competitive clusters of Thailand. The study was carried out by reviewing all the food projects in Thailand and selecting the ones with high commercial potential to write solid business plans for raising VC investments. The public forum was organized to seek experts advice on the management of food cluster innovation. The results have shown that there are 13 projects with high commercial potential. The cluster-based analysis empirically contributes to the management of food innovation commercialization.

  **Keywords:** cluster management, R&D commercialization, innovation management, entrepreneurship, technology transfer

- **Developing customer-oriented service bundles: the case of Finnish public healthcare**
  
  *by Henna Järvi, Mika Immonen, Mikko Pynnönen*

  **Abstract:** Governments worldwide are addressing the challenge of ageing. The elderly will have a more worthwhile and independent life when they can live at home for as long as possible; a situation which would also decrease the costs of public healthcare. Therefore, service offerings should be modified on the basis of changing needs, and governments should offer genuine solutions that make it possible for the elderly to live at home. What must be understood is that the elderly require a variety of different services, which go beyond healthcare. In this quantitative and explanatory study, we formulated customer-oriented service bundles that would satisfy the needs of public healthcare customers, and therefore provide them with value.

  **Keywords:** Value creation, value co-creation, service-bundling, customer orientation, market segmentation, social network analysis

- **A Cointegration Analysis of Price Diffusion amid ADRs and Dually Listed Indian Stocks**
  
  *by Visalakshmi S, Lakshmi P, Kavitha Shanmugam, Kesava Prasad K*

  **Abstract:** The aim of this paper is to provide empirical support to global investors who are intending participation in stock markets using American Depositary Receipts (ADRs) as the investment vehicle. This study explores the degree of integration between ADRs and dually listed Indian Stocks using daily data for the period from Jan 2001 to May 2012. Further, the dynamics of price diffusion between the ADRs of Indian stocks pertaining to telecommunication sector cross listed in the US markets examined by applying econometric tools like Co integration test, Vector Error Correction Model and Granger causality test. The findings reveal that both long-run co-integration relationships
and short-run causality relationships exist between domestic stock price series and ADR prices. Further, we find evidence of strong error correction of ADR open and close to domestic stock open and close prices, and weak error correction of domestic market open index returns to foreign market open index returns. This implicates that ADRs appear to overreact to the US market index but underreact to changes in underlying share prices.

**Keywords**: Cross listing; Short run relationship; Long run relationship; VECM; ADR; NYSE; NIFTY

### ROLE OF INNOVATION INTERMEDIARIES IN OPEN INNOVATION PRACTICES: DIFFERENCES BETWEEN MICRO-SMALL AND MEDIUM-LARGE FIRMS

*by Pierluigi Rippa, Ivana Quinto, Valentina Lazzarotti, Luisa Pellegrini*

**Abstract**: Opening the innovation process represents a new opportunity for small, medium and large firms to increase the internal innovative capacity and to raise their overall innovation performances. Although large firms still realized the higher amount of innovation, few studies have paid attention to open innovation in SMEs and how the use of OI practices in SMEs differ from large enterprises. Starting from the findings in Spithoven et al. (2013) that SMEs can foster the introduction of new offerings through collaboration with several innovation partners and that collaboration with partners increases the likelihood that SMEs launch new products and services, we investigate through a web-based survey realized in Italy how organizational factors, strategic factors and environmental factors impact on the ability of a firm to adopt an OI approach, if size matters, and whether innovation intermediaries play a critical role in the opening process.

**Keywords**: Open Innovation, Innovation Intermediaries, SMEs, Large Firms, Survey, Italy.

### Why i-mode mobile platform failed to succeed outside Japan: An analysis from a business model perspective

*by Mutaz Al-Debei, Enas Al-Lozi, Omar Al-Hujran, Anas Aloudat*

**Abstract**: Mobile data platforms were firstly introduced to the world by the Japanese telecommunication company, NTT DoCoMo, through its i-mode service which was developed on the basis of modest technology. i-mode mobile platform offers a portfolio of bundled and well-balanced services. In Japan, i-mode is huge and the number of its current users is substantial. After few years from its roll-out in Japan, NTT DoCoMo launched the service in many other countries in different parts of the world. Unlike the service success in Japan, i-mode seems unsuccessful in the chosen international markets. Hence, this paper aims at examining why i-mode service is very successful in Japan and not in the overseas markets where the service has been launched. To this end, this paper utilizes the business model concept as an analytical lens. The outcome of this study suggests that the success or failure of mobile platforms can hardly be attributed to a single reason. Based on our analysis, the success of mobile platforms is heavily driven by the design of the service business model, and the fit between the Business Model (BM) of the mobile platform and its context.

**Keywords**: i-mode, Mobile Data Services, Business Model, Value Network.

### Determining the effect of Organizational Culture on Knowledge Management for SMEs in Malaysia

*by C. A. Malarvizhi, Mah Chee Tiang, Abdullah Al Mamun, Nursalihah bt Ahmad Raston*

**Abstract**: The primary objective of this study is to examine the association between organizational culture and knowledge sharing for SMEs in Malaysia. This study used a cross-sectional design and a self-administered questionnaire to collect quantitative data from 150 owner-managers of SMEs broadly located in Selangor, Perak, Sabah, and Sarawak. Findings of this study showed that organizational structure, knowledge workers, leadership, and process change play a significant positive role in the development of knowledge management among the SMEs in Malaysia. SMEs, therefore, focus on promoting a favorable environment to build up knowledge workers, as well as practice democratic leadership, design appropriate reward system, and improve their ability to adapt to the changes in order to survive in today's competitive business environment.

**Keywords**: Organizational Culture, Knowledge Management, SME, Malaysia

### A STUDY ON OCCUPATIONAL STRESS AND JOB SATISFACTION

*by Sumathi Annamalai, Kamalanabhan T.J*

**Abstract**: The purpose of this study was to test the association among occupational stress, coping strategies, mental health, physical health and job satisfaction. A paper-and-pencil survey battery comprising of five scales was completed by 360 participants. Results indicate that there is negative association between occupational stress and health (both mental and physical), also occupational stress with job satisfaction. Furthermore, there is an impact of coping strategies on the health and the attitudinal outcome (job satisfaction) of the participants. Findings convey that there exist significant differences among the dimensions of job satisfaction, relationship dynamics is reported to be the principal dissatisfying factor. Organizations continuously demand the best performance from its employees and for this very reason, their stress levels have to be managed. Coping strategies have to be devised to manage the occupational stress so that the employees are physically and mentally fit to perform their job. In addition, employees must be aware of their stress prone areas and the coping strategies suitable for them.

**Keywords**: Occupational stress, consequences of occupational stress, job satisfaction.
Information Technology adoption on 3G Mobile Phones in India: The Empirical Analyses with SPSS 20, SmartPLS2.0.M3 and LISREL8.80

by Manivannan Senthil velmurugan, Masa Sakthi velmurugan

Abstract: Mobile phones have grown to be the most widely used portable device in the world. The use of mobile phones has increased rapidly among the people of India. However, the assimilation of people towards adoption of information technology for the usage of 3G mobile phones is relatively low in India. This study investigates consumers awareness and perceived ease of use, as well as their influences in adoption of information technology for 3G mobile phones. This study uses a primary data analysis through SPSS 20 for descriptive analysis, SmartPLS2.0.M3 for co-variance-based structural equation modeling, and LISREL8.80 for confirmatory factory analysis. The results showed that the two hypotheses are valid. Implications, limitations, and suggestions for future research have been drawn on the basis of the research findings. This included a proposition as a way forward in addressing consumers adoption of information technology towards the usage of 3G mobile phones in India.

Keywords: 3G mobile phone, information technology, usage, consumer, awareness, perceived ease of use.

The Impact of Green Supply Chain Management Practices on Firm Competitiveness

by Tan Cheng Ling, Suhaiiza Zailani, Tan Siew Chin, Mohd Rizaimy Shaharudin

Abstract: In view of the influence of Green Supply Chain Management (GSCM) practices on firm competitiveness, particularly among manufacturing firms, we examined a model linking green production, green purchasing, investment recovery and firm competitiveness. This paper contributes to the emerging body of literature on green supply chains and firm competitiveness in developing countries by examining our research model in the context of Malaysia. Specifically, using a sample of 144 Malaysian manufacturing companies, we propose and find support for the notion that there is a relationship between green supply chain practices and firm competitiveness. Analysis using the partial least squares package reveals that both green production and green purchasing have a direct effect on firm competitiveness. However, investment recovery has no relationship with firm competitiveness. A discussion and suggestions for future research are included.

Keywords: Firm competitiveness, green production, green purchasing, partial least squares, manufacturing, Malaysia.

Technology Selection Based on Main Parameters of Value and Fuzzy Logic

by Len Malinin

Abstract: Corporations often need to select a prospective technology from several available alternatives and make a business decision, investing in the prospective candidate and continuing monitoring others. The consequences of a wrong choice can be disastrous, as the recent selection by Navistar of a wrong technology for reduction of the amount of nitrogen oxides and soot from diesel engines has shown (Muller, 2012). One of the instruments in the technology forecasting area is the technical evolutionary theory, based on the trends of engineering systems evolution, introduced in TRIZ (Ladewig, 2007). One trend is often presented graphically as an S-curve, or growth curve, showing how the main characteristic(s) of the system (Main Parameters of Value, MPV) change over time. The approach discussed in this paper is based on positioning a given system on its S-curve, using one of the MPVs as its axis. The positioning in most cases requires operating with fuzzy categories. However, this aspect is often overlooked, which can lead to non-optimal investment decisions. The application of Fuzzy Logic (FL) to positioning a technology on the S-curve is illustrated in the following case study, where the technologies for making small diameter holes in superalloy components were analyzed.

Keywords: Investment decision, Decision rules, Main Parameters of Value, Fuzzy Logic.

A profit-sharing scheme to provide financial support for incubatees considering the technology transfer process

by Raden Bagus Seno Wulung, Katsuhiko Takahashi, Katsumi Morikawa

Abstract: Technology incubators provide support for incubatees through technology transfer mechanisms and act as intermediaries for financial support. We consider the situation in which an incubator manager and investors attempt to reach an agreement regarding profit sharing to provide financial support. The incubator manager wants to maximize the profit of the incubatees and the income of the incubator, while the investors prefer to maximize their investment revenue. Both types of decision makers consider the technology level and technology assimilation rate of the incubatees, which are certain for the incubator manager and uncertain for the investors. We analyse the benefit of using a profit scheme agreement under negotiation and without negotiation. Furthermore, we examine the impact of technology level and technology assimilation rate in the decision making process and suggest several factors relevant in the technology transfer process to be considered by the incubator manager when setting up a technology incubator.

Keywords: Technology incubator, technology transfer, financial support, profit sharing.
• Social Media: Adoption and Legal Issues Impact on Business Innovation
  
  **Abstract:** This study explored the impact of the social media adoption, and the related legal issues on the business innovation within the Gulf Council Countries (GCC), particularly in Qatar. Qualitative and quantitative approaches have been used to gain a better understanding of these issues, and testing the impacts and relationships between factors. So, the current study mainly were used both exploratory and explanatory techniques (Qualitative and Quantitative approaches). The study questions and hypotheses have been tested using the Structural Equation Model (SEM). As a conclusion, the social media adoption by enterprises in Qatar has a positive influence on business innovation. In addition, some of the factors in business innovation, such as PBP, Inventory management, new product invention and new market invention appear to be more important to success than other factors. Results also, concluded that it is very believable that the social media adoption will condition legal issues e.g. privacy law and security, etc. Finally results concluded that the social media adoption and legal issues are important for the ongoing survival of enterprises in Qatar.
  
  **Keywords:** Social Media, Legal Issues, Business Innovation, Privacy, Security

• Crowdsourcing for handicraft: the proposed platform for bridging idea from the customer for the product development in handicraft business in Thailand.
  
  **Abstract:** To study how to aid handicraft sector, especially in the product development area, implementing idea from the customer to the producer of the handicraft product was created by applying the crowdsourcing concept through the online platform on the website www.craftworkshop.org. The site generates ideas of new product for the handicraft producer and later became new handicraft products which able to sell in the marketplace. Although there has been only two success cases so far, but the study shows some potential of an alternative method for the new product development to help the producer for the initial idea to develop the handicraft product that could match the need of customer.
  
  **Keywords:** handicraft, crowdsourcing, cocreation, product development, product design, user innovation

• Strategic Breakthroughs as Flagpoles of Innovation Process
  
  **Abstract:** This paper empirically investigates the innovation process, from ideation to market leadership. The focus is on the nature of innovation process, action-outcome linkage, and learning from the environment. Our conceptualization of the innovation process being a series of strategic breakthroughs is built on the experiences of Samsung Electronics in creating two world-class products: microwave ovens and semiconductors. Our findings demonstrate that the process of innovation progresses through the occurrence of four types of strategic breakthroughs: Entry, Platform, Springboard, and Leadership. Based on our analysis, we infer that the process of innovation is more predictable and controllable in its early stages, but turns random in the later stages. Our explanation for such behavior adds to the current understanding of innovation process. We also describe the role played by the external (environmental) and internal (organizational) factors in facilitating the emergence of strategic breakthroughs.
  
  **Keywords:** Strategic Breakthroughs, Innovation Journey, Environmental Support, Organizational Support

• The Impact of Market-Based Assets on Innovativeness and Business Performance
  
  **Abstract:** This study examines the influence of market-based assets on innovativeness and business performance. The concept of market-based assets builds on the resource-based view (RBV) of the firm. Despite several recent studies, empirical evidence of the dependencies between market-based assets and innovativeness remains scarce. Based on existing literature, this paper identifies three distinct market-based assets: customer-based assets, channel-based assets and partner-based assets. In particular, the study investigates the effects of these assets on both product innovativeness and business process innovativeness, and on business performance in terms of effectiveness and efficiency. The data are from 5,627 firms from 13 countries analyzed using structural equation modeling. The results show that the three market-based assets affect product innovativeness more strongly than business process innovativeness. The results show that market-based assets and innovativeness are key drivers of business performance.
  
  **Keywords:** resource-based view (RBV), market-based assets, customer-based assets, channel-based assets, partner-based assets, innovativeness, business performance, structural equation modelling

• Stakeholder Analysis: A Vital Step in Restructuring Projects in Project-based Companies
  
  **Abstract:** The purpose of this paper is to identify the role and benefits of stakeholder analysis in the project-based companies. To this end, a model is developed and
stakeholders demands, wants and expectations are identified. This paper presents a case study in a large company in energy sector and the data is collected through focus groups. To achieve sustainability, project-based companies should find a balance between different stakeholders interests in different phases of their change programmes. The model proposed herewith can be used in project-based companies in different industries based on stakeholders expectations.

*Keywords*: Stakeholder analysis, project management, project-based companies

- **NPD Process in Active Pharmaceutical Ingredients Industry: A Case Study in Iran**

  *by Fatemeh Shahmehr, Seyed Mohammad Sadegh Khaksar, Narges Safari, Noor Mohammad Yaghoubi*

  **Abstract**: Due to recent sanctions against Iran, the Iranian Active Pharmaceutical Ingredients (APIs) industry has become increasingly scrutinized. However, innovation and New Product Development (NPD) are challenges for Iranian APIs; especially as in the domestic market they face substantial competition from Asian and American competitors. This paper investigates the existing NPD situation in the APIs industry in Iran. To do so, the researchers have explored the extent to which the APIs industry follows an innovation strategy or imitation strategy by discovering factories influencing the NPD process. This paper also includes a case-study on the APIs industry in TAPIC (Taamin Active Pharmaceutical Ingredient Company) holding. A wide variety of data collection methods were used, ranging from semi-structured questionnaire and interviews, literature reviews, archival record analysis and participant observation. The findings show that possessing skilled and professional teams is the most important activity for designing a successful NPD process in APIs. In contrast, high cost of importing new technologies tends to be the main restriction that endangers a successful NPD process in APIs in Iran.

  *Keywords*: New Product Development; Imitation Strategy; Innovation Strategy; API industry

- **An Analysis of CEO Visions in Thailand**

  *by Molraudee Saratun, Pornkasem Kantamara*

  **Abstract**: The purpose of this paper is to examine whether Thai organisational leaders develop a vision for their organisation and people. It also explores the nature of these visions to see if corporate sustainability is mentioned in the content of these visions, since this issue has been receiving more attention these days. The sample of the study comprises of 298 CEOs, or other senior representatives as assigned by the CEOs, and business owners who were asked to respond to a questionnaire containing questions regarding organisational visions. All respondents are members of the Thai Chamber of Commerce, which assisted with this study. The findings indicate that the themes of the visions obtained still focus on business-related topics. However, the content related to sustainability seems to emerge. The rationale for these findings and recommendation for further study are also discussed.

  *Keywords*: Sustainability; Sufficiency Economy; Vision contents; Vision attributes

- **Customer engagement in the Indian retail banking sector: an exploratory study**

  *by Neena Sondhi, Baldev Sharma, Supriya Kalla*

  **Abstract**: Customer engagement as a construct may have its origin from other disciplines, but in todays cluttered and highly competitive marketplace it holds special significance in marketing. There have been varying thoughts on how the construct be defined. While some viewed it as a precursor to consumer trust and commitment, others saw it as a multidimensional construct that demonstrated a natural and sequential progression of different phases of the same phenomenon. Recognizing the significance of the construct for an emerging market place like India, the authors have examined the available thought on the subject and developed a 20 item instrument to measure and operationalize the construct for the Indian retail banking sector. An exploratory factor analysis conducted on a sample of 125 urban retail banking customers revealed robust and decisive results. Customer engagement emerged as a single construct comprising of trust, commitment, loyalty and advocacy. The second factor that emerged was co-creation. Length of association with the bank was an important factor that determined the level of engagement and co-creation. Though limited in scope, the paper presents a strong case for comprehending customer engagement as an all-inclusive phenomenon instead of viewing it in terms of its individual constituent parts.

  *Keywords*: customer engagement, retail banking, Indian consumers, exploratory factor analysis

- **Application of AHP in Reverse Logistics Service Provider Selection: A Case Study**

  *by Vipul Jain, Sharfuddin Ahmed Khan*

  **Abstract**: In the recent time, reverse logistics has become essential for organizations because of unavoidable product returns, government regulation, environmental concerns and sustainable management. Reverse logistic is one way to reduce costs, increase revenue and remain competitive in market. In many organizations, by-products and waste materials have potential to become valuable inputs. Not many organizations have satisfactory reverse logistics system for recovering their rejected parts for reuse or recycle. This is
because of lack of systematic investigation and importance. In this connection, this paper formulates the Reverse Logistics service provider selection as a multi criteria decision making problem and develops a methodology to select the best two reverse logistics service provider for an injection molding parts manufacturer company using Analytical Hierarchy Process (AHP). A real life case study demonstrates the application of the proposed method and sensitivity analysis is carried out to confirm the robustness of the proposed methodology.

**Keywords**: Reverse Logistics, Analytical Hierarchy Process, Sensitivity Analysis, Injection Molded Parts, Automotive Parts Manufacturer

- Determining Factors Influencing Radical and Incremental Innovation With a Case Study in the Petrochemical Industry
  
  **by Arash Shahin, Azar Barati, Azam Khalili**

  **Abstract**: The purpose of this research is to prioritize factors influencing radical and incremental innovation. The research sample included 50 managers of Bandar Imam Mahshahr Petrochemical Company. To analyze the data, stage regression has been used. Findings indicate that variables like communication, new technological knowledge, repetition and exercise have the greatest impact on performing activities and accessing national and regional systems to promote radical and incremental innovation.

  **Keywords**: Radical innovation, Incremental innovation, Influencing factors, Petrochemical industry

- ADOPTING ANALYTIC HIERARCHY PROCESS TO PRIORITIZE BANKS BASED ON CRM EFFECTIVENESS THE CUSTOMERS PERSPECTIVE

  **by C Padmavathy, V J Sivakumar**

  **Abstract**: Over the past few years, Indian private sector banks has placed stringent competition to public sector banks as the private sector banks pioneered in adopting newer technologies, broad product mix and, flexible offerings in products/services. To win the battle of competition, Indian banks today are focusing towards practicing customer relationship management effectiveness (CRME) to develop and maintain long-term customer relationships. This paper is an attempt to identify the most effective CRM bank with respect to varied CRM practices among the select banks. Sample of 42 retail bank customers were studied using Analytic Hierarchy Process (AHP) for this purpose. The study findings set aside significant implications to each bank corresponding to each CRM practice (dimension).

  **Keywords**: Customer relationships, CRM, CRM Effectiveness, AHP, India, public sector banks, private sector banks

- Knowledge Driven Lean in Health Care: A Necessity

  **by Jaideep Motwani, Natalie Petersen-Menefee, William Mothersell**

  **Abstract**: Quality and efficiency within health care are not being realized to the degree that they should be; waste in particular is rampant throughout organizations, and indeed in the entire sector. Should the American health care system adopt lean processes will lean production philosophies translate effectively into this service sector? Also, are electronic health records a safe and valuable addition to the lean arsenal of tools meant to reduce waste in an effort to improve quality and create maximum value? This paper argues that the lean production system can be applied within a service industry like health care and that implementing this type of knowledge-driven process will hopefully facilitate a revitalization of the United States health care sector and propels it above its dismal 37th place in the world.

  **Keywords**: knowledge-driven, electronic records, health care, lean, United States

- Open Innovation between Energy Companies in Developed and Developing Countries: Resource-based and Knowledge-based Perspectives

  **by Rhiain Indradewa, Jann Tjakraatmadja, Wawan Dhewanto**

  **Abstract**: This paper presents proposals for improving and accelerating research and development processes through open innovation based on contractual project-based alliances between energy companies in developed and developing countries. The present study adopted an inductive approach, employing archival studies and a literature review to develop a model for research and development (R&D) contractual project-based alliances to be investigated in future research. This model was an attempt to collaborate between the phases of alliance strategy activities and the phases of R&D activities applied in contractual project-based activities. The present study distinguished three phases of open innovation: the pre-project phase of partner selection, the project phase of innovation, and the post-project phase of commercialisation. This model incorporated a knowledge management perspective focusing on intangible factors and a resource-based view focusing on tangible factors.

  **Keywords**: Open innovation, contractual project, energy sector, knowledge management and resource-based approaches

- Evaluating the non-financial performance of state-owned, semi-private and private universities using FAHP technique

  **by Mohammad Taghi Amiri, Elham Keshavarz, Arezu Keshavarz, Seyedmohammad
Abstract
by Vinay Singh, Avni Agrawal

Impact of business environment on balancing innovation process in Indian SMEs

The innovation capabilities of SMEs are measured on the extent of harnessing innovation capability and balancing interplay of exploration and exploitation processes of SMEs. The innovation capabilities of SMEs are measured on the extent of harnessing

Keywords: Fuzzy Analytic Hierarchy Process, performance evaluation.

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**Strategies of Remodeling China Towards an Innovation-Driven Economy**
by Jarunee Wonglimpiyarat

Abstract: This paper is concerned with China's strategies in remodeling itself towards an innovation-driven economy. In particular, the study is focused on exploring the policies and innovation strategies to support high-tech SMEs in China. The study has shown that the Chinese government has introduced many policy initiatives (government intervention policies) after the country joined the World Trade Organization (WTO). However, the country still needs policies to improve interactions among institutions within the innovation system. The analyses provide policy insights that can be applied to strengthen Thailand's innovation system. The lessons learnt from the study can also be applied to other emerging economies to use as policy guidelines in improving the efficiency of the national innovation system.

Keywords: China, innovation economy, high-tech SMEs, innovation system, World Trade Organization (WTO)

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**Economic Innovation Challenges: Lessons Learnt from the Major Financial Crises in Asia**
by Jarunee Wonglimpiyarat, Ratchanee Tripipatkul

Abstract: This paper discusses the lessons learnt from the two major financial crises with regard to their impacts on the economy of Thailand. In particular, the study compares the two major financial crises which have far-reaching impacts on the global financial system - the Tom Yam Kung crisis (the Asian financial crisis in 1997) and the Hamburger crisis (the US financial crisis in 2008). The discussions on their impacts on the Thai Economy are based on the Schumpeterian model of economic development. The results have shown that Thailand has brought the lessons from the Tom Yam Kung crisis (the Asian financial crisis in 1997) to effectively protect its financial system in the midst of the global financial downturn caused by the Hamburger crisis. The case of Thailand represents a paradigmatic case with valuable insights and experiences that can be applied to other economies.

Keywords: Schumpeterian analysis, Tom Yam Kung crisis, Hamburger crisis, Basel III, Bank of Thailand

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**KNOWLEDGE AND INNOVATION (K&I) MEASUREMENT IN MINING AND LIFE SCIENCES SECTOR. STUDY IN CHILE, ARGENTINA, PERU**
by Mónica de Arteche, Sandra Welsh, Marina Santucci

Abstract: This study includes the application and validation of a Balanced Scorecard for measuring Innovation and Knowledge. It also includes the development of a simulator with key drivers for every sector that show the causal relationship between these indicators and the improvement of innovation levels. The research questions were: How does the organization benefit from applying a Balanced Scorecard of Knowledge and Innovation (K&I) to measure the tangible and intangible aspects in achieving these strategies? How can organizations grow and create value through the measurement of knowledge and innovation generated? The methodology was qualitative, quantitative, and explanatory, using both a sample of 24 emblematic cases and country studies. The results show that Chile is the leader in the Mining sector; Argentina is more developed in the Life Sciences sector; Colombia performs better in human resources and Peru is professionalizing the mining enterprises.

Keywords: Innovation, Knowledge, Intangible Assets Measurement, Balanced Scorecard, Mining business, Life Science business, Biotechnology, Simulator

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**Impact of business environment on balancing innovation process in Indian SMEs**
by Vinay Singh, Avni Agrawal

Abstract: Present research proposes a theoretical framework of assessing extents of innovation capability and balancing interplay of exploration and exploitation processes of SMEs. The innovation capabilities of SMEs are measured on the extent of harnessing

Keywords: Fuzzy Analytic Hierarchy Process, performance evaluation.
exploration and exploitation whereas the balancing of interplay between exploration and exploitation activities explained by sequential and simultaneous approach in heterogeneous and hostile business environment. Theoretical frameworks are proposed in the form of hypotheses and verified through primary data collect from 213 respondents of 77 manufacturing SMEs in structured questionnaire. The result indicates that SMEs of Innovator class are more prone to sense environmental heterogeneity than the other SMEs. In heterogeneous business environment, they coordinate exploration and exploitation through ambidextrous approach. The SMEs perceiving less hostility as compared environmental heterogeneity follow sequential approach to balance their innovation. The finding is very useful to strategic decision makers/managers/owners of such SMEs to re-define and re-design the extent of balancing firms’ innovation. Study also suggests aligning the production setup and innovation capabilities accordingly to balance all technological inputs collected from external environment/customers, and new product/outputs to the market.

**Keywords:** Small and Medium Scale Enterprises (SMEs), Innovation in SMEs, Business Environment and Innovation, Balancing Innovation, Exploration and exploitation, sequential and simultaneous approach, heterogeneous and hostile environment

- The Impact of Organisational Justice on Ethical Behaviour
  
  by Naimatullah Shah, Sadia Anwer, Zahir Irani
  
  Abstract: Within the workplace, justice is influenced by the interpersonal relationships between colleagues and/or management among other things. The main reason for this research is to examine the correlation between organisational justice and the ethical behaviour of employees. Based on the literature, the conceptual model developed in this paper integrates distributive, procedural, interpersonal and informational justice in relation to ethical behaviour. By applying an adapted survey questionnaire, data were collected from teaching staff at public sector higher education institutions. Multiple regression analysis was applied to 360 samples and this showed that distributive and procedural justice have a more positive and significant impact than informational and interpersonal justice on the ethical behaviour of employees. This is an empirical study which may contribute to the literature on ethical behaviour, organisational development and employee development.
  
  **Keywords:** organisational justice, distributive justice, procedural justice, interpersonal justice, informational justice, ethical behaviour.

- HOW DO INFORMATION TECHNOLOGY COMPANIES USE INNOVATION TO COMPETE? EVIDENCE FROM THE UNITED STATES AND SOUTH KOREA
  
  by Cheolki Kim, James Ondracek, Mehmet Ali Koseoglu, Mehmet Barca
  
  Abstract: This paper focuses on innovation strategies of IT companies of US and South Korea. Empirical study verifies the effective way to use exploration and exploitation for a long-term period by collecting and analyzing of IT companies from NASDAQ and KOPSI. In the US, for a long-term surviving, IT companies need more exploratory innovation and sequential approach to two innovation activities frequently for a long-term period. In South Korea, IT companies need sequential approach, but to reduce frequency of the switching two innovation activities is also needed. Specially, in both countries results, not to lean toward R&D intensity is needed.
  
  **Keywords:** Innovation, Competitive, USA, South Korea, information technology companies.

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