

Message from the Chairman

Our Master of Business Informatics (MBI) now has 75 students and the first three cohorts have graduated. We are immensely proud of the level of research output from our students, and salute the hard work of Jocelyn and her team of supervisors.

In our March newsletter I announced that Dr John Hinchcliff, our inaugural Research Advisory Board chairman, had stood down as chairman, but would continue on the Board. Now I am sorry to announce that he has resigned from the Board as his eyesight is failing. John's stepping down after ten years, since our first meeting in February 2009, comes at a pivotal moment in our history; in many ways our "growing up" as a research institution. We have PBRF funding now and were ranked very respectably in the Quality Categories (16th out of 35 in the AQS (E) ratings, which includes all eight universities). And having a substantial body of student research emerging, some of which is of publishable quality, indicates our capability as a research as well as a teaching institution.

We thank John for his grace and fine counsel over our first ten years and wish him well in his ongoing activity, especially in his research into sustainability.



Ewen Mackenzie-Bowie, Chairman

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Welcome to our Spring 2019 research update!

Momentum continues to build around postgraduate student and staff research at ICL. How? For one thing, the first three cohorts of students in the Master of Business Informatics (MBI) degree have now completed their studies. Some of the very first cohort who joined us in December 2017 and completed their Applied Projects in April 2019 attended ICL's Graduation ceremony on 26 July to be publicly acknowledged for their achievement.



To date we have had 23 MBI graduates, with more groups of students commencing their studies at regular timetabled intakes throughout the year. It's satisfying to see, from a staff perspective, the successful establishment of the MBI programme with its embedded 45 credit Applied Project. All MBI students complete a research project in the area of applied business informatics under the supervision of two academics. Jingjing Zhang, one of the first cohort of students in the degree, worked with her two supervisors to re-work her Project Report into an article entitled *Online Customer Trust in the Context of the General Data Protection Regulation (GDPR)* for submission to the *Pacific Asia Journal of the Association of Information Systems*. We await news from the reviewers in regard to publication.

Thus we are beginning to see a "rising tide" of research activity emanating from the MBI that will help build up outputs in the Business Informatics field through the supervisory relationship and mentoring that goes on in postgraduate research. In addition, senior academics at ICL (Professor Michèle Akoorie, and Meripa Toso) are mentoring all research-active staff to help advise and guide them toward publication in targeted journals. Here we are being strategic – signaling expectations about what will be funded, and providing expertise in how to get published. Much more is planned in these areas, including clarification and streamlining of all approval processes (Research Ethics, and applications for funding) and access to information about these, and a revised Research Strategy which will be an overarching framework to guide everyone with a stake in our research.

Since our last newsletter, we've also had the news confirmed that we will be receiving research funding from the Tertiary Education Commission (TEC) because we were successful in having some of our lecturing staff being awarded quality ratings for their research in the TEC Performance Based Research Fund (PBRF) 2018 that is conducted every six years. This means we will receive funds for each year from 2019 until 2023 to be used for our ongoing research.

This is terrific news, and we are very proud! It not only affirms the calibre of our researchers at ICL – PBRF quality ratings are not easy to achieve – but also affords us the exciting opportunity to make careful, strategic decisions about how this money will be used to support and grow our research over the next 4-5 years. This is a chance for us to invest this external income into research activities that will generate the most impact and ensure we continue to be rated in the next evaluation round in 2024. Continued strategic research activity and impact is essential as a "licence to operate" as credible, quality providers of postgraduate and masters level qualifications.

Associate Professor Jocelyn Williams



ICL Research Seminars

Research active staff and those with interest in research regularly gather at seminars. 2019 has a line-up of research presentations starting last 23 April. There have been six sessions from April to September. More research sharing sessions are scheduled until the end of this year.

<p>Presenter</p> <p>Diep N. Ly</p>	<p>Topic : Financial Metrics that Predict Supply Chain Effectiveness</p> <p style="text-align: center;">Abstract</p> <p>Many organizations are attempting to gain a competitive advantage through supply chain integration but struggle for efficiency and effectiveness. In supply chain management research, effectiveness has been equalized with supply chains’ flexibility and agility to customer demand. Effective management in a supply chain must consider metrics to be used. Metrics refer to measurement. Most people in business have heard the term financial metrics, which convey a unique message about a body of economic data. Financial metrics reveal characteristics that are not apparent when merely reviewing the data.</p> <p>Traditional supply chain management is focused on both materials and information flows. Nevertheless, the financial flow which runs parallel to the flows of goods and information is also a critical aspect of supply chain integration. Many research papers empirically assess the influence of supply chain performance factors on financial performance of a firm. Yet, supply chain effectiveness measurement using integrated metrics that include both supply chain factors and financial performance factors have not been adopted. The threats toward businesses from economic and financial downturns along with the complexity of the worldwide supply chain have caused distress and affect firms’ performance. The awareness of financial factors that contribute to making a business successful is important. It is also important for a financial manager of successful firms to know their firm’s possible actions that should be taken when their customers, or suppliers, go into bankruptcy. Similarly, firms should be aware of their own status, of when and where they should take necessary actions in response to their financial problems, as soon as possible rather than when the problems are beyond their control and reach a crisis. Therefore, to bring out all financial distress risk factors into open as early warning signals have vital importance for all enterprises. The aim of my research is to design a tool for Chief Financial Officers (CFOs) to use to evaluate the health of the supply chain as well as to predict the failures. My key research questions are as following:</p> <ol style="list-style-type: none"> 1. Can we use publicly available financial metrics combined with supply chain knowledge to predict company failures? 2. How do operations and supply chain metrics feed into financial metrics or vice versa? Can we design an early warning system as an issue detector of the health/effectiveness of the supply chain for CFOs? 3. How should these metrics change depending on a company’s size and/or strategic positioning? 	<p>Date</p> <p>23rd April 2019</p>
<p>Craig Rhodes</p>	<p style="text-align: center;">Topic: Using Canvas as a tool to support research</p> <p style="text-align: center;">Abstract</p> <p>The presenter discussed how Canvas has the potential to be more than just ICL’s Student LMS, and how it can potentially support research conducted by ICL academic staff.</p>	<p>21st May 2019</p>

<p>Dr Michèle Akoorie</p>	<p>Topic: Innovation Through Linkage, Leverage, and Learning: The Case of Monk Fruit Corporation</p> <p>Abstract</p> <p>This study investigates the role of Chinese-foreign linkages in the innovation trajectory of Guilin GFS Monk Fruit Corporation (Monk Fruit Corp.). Using the linkage-leverage-learning (LLL) framework as our starting point for analysis and integrating complementary theory, we build a relationally and contextually oriented framework for assessing innovation. Longitudinal analysis of archival data, and insights from key respondents, demonstrates that the firm’s innovative and organizational development is inextricably entwined with the process of learning, achieved over time by leveraging linkages with both domestic and foreign partners. The results also reveal how independent research and development (R&D), coupled with skill in relationship building, applied by the Chinese firm and the individuals within it, can provide an equally important support structure to Sino-foreign innovation. Our results reaffirm the importance of collaboration, but also demonstrate its limits as collaborative organizational relationships evolve from being socially to equity-based over time.</p>	<p>18th June 2019</p>
<p>Dr Wallayaporn Techakriengkrai</p>	<p>Topic: Process and Organisational Performance Associated with Enterprise System Implementation</p> <p>Abstract</p> <p>The enterprise system implementation process is considered to be a complex process that impacts organisations, processes, tasks, knowledge and skills, and relationships with clients and suppliers. Organisations that implement an enterprise system are required to make changes in their business, modify their business processes, and restructure their organisations to obtain the benefits of the new system. Past research on enterprise system has largely focused on organisational initial adoption decisions on an enterprise system. However, there has been little research concerning the continued use of an enterprise system and the associated change process in the post-adoption stage. Therefore, this proposed research will attempt to fill the gap in knowledge by examining the post-adoptive change and organisational performance resulting from organisational enterprise system implementation. The research questions are:</p> <p>(1) How do organisational changes unfold in enterprise system implementation?</p> <p>(2) How do enterprise systems shape organisational performance in the post-adoption stage of enterprise system implementation? This research will adopt the qualitative interpretive case study method to examine the change process and organisational change associated with enterprise system implementation in organisations. This study will employ the embedded multiple-case design. Semi-structured interviews will be conducted in this study. The proposed research will develop new knowledge based on how an integrated theoretical perspective using institutional logics and a socio-technical perspective can inform changes in organisations. The findings will assist organisations in providing appropriate resources and support for successful enterprise system implementation in the post-adoption stage.</p>	<p>2nd July 2019</p>
<p>Alanah Malkani</p>	<p>Topic: A Reflexive on sequential E-mail interviewing in International Cross-Border Research</p> <p>Abstract</p> <p>The paper focuses on providing insights on sequential e-mail interviewing from my field research involving hard-to reach participants. The objective is to share with potential researchers the fieldwork experience of email interviewing in a qualitative research project in the context of cross-border participants in international business. The paper</p>	<p>20th August 2019</p>

	<p>draws upon literature review around the use of asynchronous sequential email interviewing, blending in insights from the fieldwork in a shared reflexive with my co-authors. The paper expands the hitherto small repertoire of such studies in qualitative international business research.</p>	
<p>Dr Ahmad Wedyan</p>	<p>Topic: The Impact of Real-time Concept Feedback on Student Performance</p> <p style="text-align: center;">Abstract</p> <p>Instructors always seek creative ways to use technology to enrich their communication with students. With the right technology, instructors deliver timely, effective feedback with the power to achieve greater learning. This research evaluates the use of a real-time concept feedback system on student’s performance. Previous studies suggested that changing the process by which feedback is made available to students can increase their attention, engagement and performance. The sooner feedback is delivered, the more meaningful it is to students. Therefore, using real-time concept feedback can help to solve the problem of a lack of understanding of concepts during lessons.</p> <p>To achieve the research objectives, a classroom response system (Hypersay) will be used as a tool to get and deliver real-time feedback between students and the instructor. The Hypersay system can create a more dynamic, interactive classroom experience by enabling each student to submit real-time responses during a lecture. This gives instructors instant insight into how well students are grasping the lesson and allows them to adjust the teaching according to the feedback.</p> <p>This research is an exploratory study using an experimental strategy. This research will be conducted within the ICL Business School environment. Two groups of students will be studied, where one group receive no real-time feedback (i.e. control group), and the other one will be provided with real-time feedback (i.e. treatment group). The results of the two groups will be analysed and compared. Finally, a questionnaire will be distributed to identify the factors affecting students’ participation and interaction in a traditional class that inhibits understanding of concepts, and how real-time system can help to improve the performance of students.</p>	<p>17th September 2019</p>



These sessions help boost ICL’s research culture. They provide an opportunity to discuss possible collaborative projects and explore research topics arising from the recommendations of previous researches.

Dr Wedyan presenting his research paper at the ICL research seminar, August

Professional Development

As part of professional development, the staff members attended a series of short training sessions, and workshops. Jega Balachandra attended a workshop on NZ accounting standards framework on 18 September 2019. In the session, Anthony Hefferman (Director of Accounting standards, XRB) and Jamie Catteu (Senior Accountant, charities services) discussed the NZ accounting standards framework and Accounting for NFP organisations. The CPA, Auckland, conducted this workshop.

Dr Abid Shahzad was invited to attend "ISACA Auckland Chapter" event on 19 June 2019, which was held at AUT, Auckland, New Zealand. The theme of the conference was "Economic of the Dark Web". Gerard Ward, the speaker of the event, discussed different contents related to the cybersecurity.

Dr Maria Umali attended and presented at the Recent Research & Innovations in Practice: A Mini-Conference for Counsellors organised by the New Zealand Association of Counsellors (NZAC). It was held at the University of Auckland Tamaki Campus on Thursday 4th

April 2019 in association with The Counsellor Education Programme, School of Counselling, Human Services & Social Work, University of Auckland. She conducted an hour session with the conference participants on Mindful Management Training (MMT) and New Zealand project managers' wellbeing. International participants from different regions of New Zealand attended this session. An open forum followed and lasted for fifteen minutes.

A complimentary Turnitin training session for the whole ICL academic team was offered on September 2nd by Michael Ryan. He explained and demonstrated how to set up a Turnitin assessment and how to interpret Turnitin Feedback Studio. Following Turnitin best practice, lecturers now have autonomy to grade appropriately and give meaningful feedback. Advice from the Academic Support team, or by contacting the Turnitin Support team remains available for those trickier cases.

ICL EXPERTISE IN THE INTERNATIONAL ARENA

POMS International Conference in Brighton, UK

Diep presented her research paper titled "Financial Metrics that Predict Supply Chain Effectiveness" at



the POMS International Conference, 2-4 September 2019.

Diep at the conference

The purpose of this research has many folds: (i) understand the importance of effectiveness and effectiveness metrics in supply chain management (SCM); (ii) design integrated financial metrics to predict supply chain (SC) effectiveness; (iii) understand the use of early warning indicators in prediction of SC failure from finance perspective; (iv) explore how effectiveness metrics changes depending on a company's size or strategic positioning; From our best knowledge, this is the first study to construct effectiveness metrics for supply chain management using integrated financial ratios, to develop E-Score (Score of Effectiveness) system and early warning index system to detect issues in SC. In this research, we propose conceptual frameworks for empirical studies in future research.

Diep is an ICL Graduate Business School lecturer

International Conference on Sustainable Development (ICSD), 4-5 September 2019 in Rome, Italy

Tahera Afrin, ECE programme leader, has presented her research paper titled “Desires and doubts around sustainable cultural diversity in education” at the international conference on sustainable development in Rome, Italy. Over 220 participants from more than 75 countries attended the event, addressing leading-edge topics within the Sustainability Science.



The original research project of this study was aimed to find out the components of culture and their impacts on ako (teaching-learning) within the early childhood teacher education programmes. Ethics Approval was obtained from AUT Ethics Committee. Under a socio-cultural theoretical framework, twelve lecturers from three Tertiary Education Organisations (TEOs) were interviewed. Three cohorts of student teachers from the same TEOs participated in focus groups. Using manual thematic coding, nine broad areas of cultural components were identified. These were bicultural contexts of Aotearoa, ethnicities and multi-culturalism, individual identities, cross-cultural interactions, comfort zone, female majority, socio-economic struggles, spirituality and technology. A recently developed framework for cultural sustainability (Soini & Dessein, 2016) were applied to these areas. Some of these components were identified as more inert and less dynamic, while the rest were recognised at the other end of the framework.

The data and the principle findings were contextual to Aotearoa New Zealand. However, the discussion considered the overall global trends in relation to education.

Congratulations, Tahera!

12th IADIS International Conference on Information Systems (IS 2019) in Utrecht, Netherlands

Dr Wallayaporn Techakriengkrai, ICL Business lecturer, has presented her research paper titled “ Understanding Change Process and Organisational Performance Associated with Enterprise System Implementation” at the 12th IADIS International Conference on Information System, Utrecht, Netherlands, 11-13 April 2019. Her proposed research project attempts to fill the gap in knowledge by examining the post-adoptive change and organisational performance resulting from organisational enterprise system implementation. The study employs the embedded multiple-case design. The findings from this research will assist organisations in providing appropriate resources and support for successful enterprise system implementation in the post-adoption stage.

Congratulations, Wally!

CanvasCon Sydney, Australia

CanvasCon Sydney was held on 13th August 2019 at the International Convention Centre. Educators, technologists, and educational leaders from across the region learned and shared how the latest developments in education technology are making teaching and learning easier and better.

Craig Rhodes, ICL Graduate Business School Levels 7 & 8 Programme Coordinator, represented ICL in CanvasCon Sydney and presented Canvas as a research support tool beyond just a Learning Management System.

Higher Education Research and Development Society of Australasia (HERDSA) 2019 Conference in Auckland, New Zealand

Rashmi Kotin, ICL Business lecturer, was a keynote speaker at the conference that was held between July 3rd and 5th at The University of Auckland.



The theme of the conference was “Next Generation, Higher Education: Challenges, Changes and Opportunities.” The conference was

spread over 3 days had various academicians, researchers and educationists from more than 18 universities from around the world present their work to the audience.

There were more than 150 sessions presented and various keynotes were the highlight of the conference. This is the link for more info:

<https://www.herdsa2019.auckland.ac.nz/>

Congratulations Rashmi

Asian Conference on Education, 31st October - 3rd November 2019 in Tokyo, Japan

The Asian Conference on Education committee has officially accepted the research paper of Dr Syed Jamali

and Dr Dayal Talukder for presentation at the conference. The title of the research paper is “Determining Gaps between Expectations and Reality when Studying Overseas: Graduate Diploma Students in a Private Training Establishment (PTE) in New Zealand”. This study investigates foreign students’ expectations compared with the reality of studying in New Zealand, in order to understand their views and motivations in studying in the country. Graduate diploma students from one Private Training Establishment (PTE) have been investigated as a case study.

Dr Jamali and Dr Dayal are ICL Graduate Business School lecturers

Congratulations Jamali and Dayal

Research Projects Conducted by Master of Business Informatics (MBI)

The MBI cohorts one, two and three have finished their final Applied Project Research Project Reports of 15,000-20,000 words under two Supervisors in 2019. These research projects have been successfully completed and submitted on time.

Master in Business Informatics MBID 1901-9536 Cohort 1

Sr No	Research Topics	Researcher	Principal Supervisor and Associate Supervisor
1	The Value of E-Learning to Chinese Adult English Learners	Chen Chen (Cassie):	Dr Michele Akoorie Dr Syed Jamali
2	Horticulture with Blockchain Technology	Ngoc Luyen Pham (Pham)	Dr Michele Akoorie Dr Ahmad Wedyan
3	Anatomization of the Security Concerns of IoT Architecture	Beryl Thomas Oomen	Dr Michele Akoorie Dr Wallayaporn Techakriengkrai
4	E-Service Quality and Its Impact on Customer Satisfaction in Vietnam’s Online Shopping Industry	Nguyen Quynh Nhu (Sunny)	Dr Michele Akoorie Dr Wallayaporn Techakriengkrai
5	Awareness and Intention in Using Chatbot-based Solutions by Information Technology Students	Luis Felipe Barrera Estrada	Dr Meng Er Dr Syed Jamali

6	The Critical Success Factors for Agile Software Development in New Zealand	Hui Du (Hubert)	Dr Meng Er Dr Ahmad Wedyan
7	An Analytical Study of China and Hong Kong Stock Markets Efficiency	Zihui Xiao (Peter)	Dr Meng Er Dr Ahmad Wedyan
8	The Impact of Digital Restaurant Menus on Customer Satisfaction In New Zealand	Linlin Shi (Linda)	Dr Jocelyn Williams Dr Bo Lin
9	An investigation of the impact of WeChat on Chinese traveler's hotel choice decision in New Zealand	Lyu, Xinshan (Jordan)	Dr Jocelyn Williams Dr Bo Lin
10	An Investigation of Online Customer Trust in the Context of the General Data Protection Regulation (GDPR)	Jingjing	Dr Jocelyn Williams Dr Farkhondeh Hassandoust
11	Characteristics of WeChat which may influence Chinese students' decision about studying in New Zealand	Yang Hu	Dr Zarqa Shaheen

Master in Business Informatics MBIE 1901-9536 Cohort 2

Sr No	Research Topics	Researcher	Principal Supervisor and Associate Supervisor
1	Disrupting the Legal System with AI-Robots: DONOTPAY and ROSS	Yonghee Lee	Dr Michele Akoorie Dr. Ahmad Wedyan
2	Critical Success Factors for Evaluating and Ranking The Performance of Banks in United States	Siwei Chen	Dr. Ahmad Wedyan Dr. Dayal Talukder
3	Improving Banking Services for Blind and Visually Impaired Using Internet of Things	Ning Wang	Dr. Ahmad Wedyan Dr. Dayal Talukder
4	The innovations of MINGSHI Asset Management Company based blockchain	Yu Wang	Dr. Maria Umali Dr. Dayal Talukder

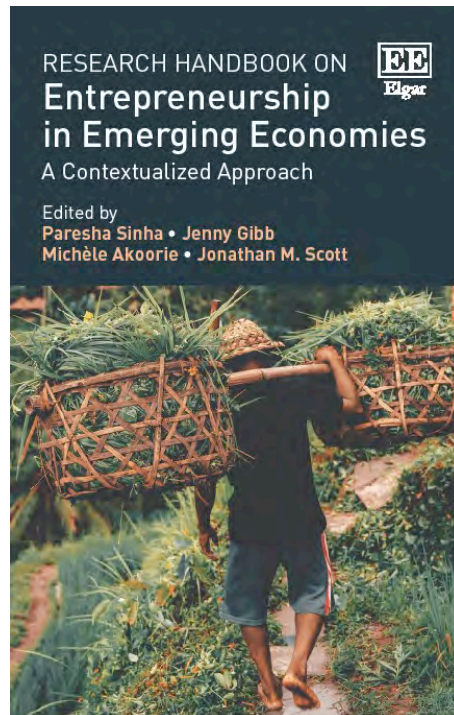
5	The Effectiveness of Google Advertising on Business Performance of VAST Print	Nian Zhang	Dr Maria Umali Dr Wallayaporn Techakriengkrai
6	Using online content analysis to examine customer satisfaction in the case of Air New Zealand	Zhen Tian	Dr Michele Akoorie Dr Wallayaporn Techakriengkrai

Master in Business Informatics MBID 1902-9536 Cohort 3

Sr No	Research Topics	Researcher	Supervisor and Associate Supervisor
1	What is the impact of the Artificial Intelligence on Cruises Industry?	Gang Du	Dr Michele Akoorie Dr Maria Umali
2	The Impact of Electronic Word of Mouth on Consumer's Purchase Intention: New Zealand Café Industry	Hao Liang Cai	Dr Zarqa Shaheen Dr Ahmad Wedyan
3	The Effect of WeChat on Online Purchase Intention: Fast Moving Consumer Goods (FMCG) in New Zealand	Zhenye Qiu	Dr Zarqa Shaheen Dr Wallayaporn Techakriengkrai
4	The Role of Advertising in Marketing in Chinese Supermarket in New Zealand	Liping Gao	Dr Michele Akoorie Dr Dayal Talukder
5	Job-hunting via social media in New Zealand	Guan Qun Zhu	Dr Ahmad Wedyan Dr Wallayaporn Techakriengkrai
6	Adoption Intention to Mobile Payment: A Survey of College Students in New Zealand	Jingwen Liao	Dr Maria Umali Dr Syed Jamali
7	Impact of Smartphone on Business and Technology	Hong Zhao	Dr Dayal Talukder Dr Syed Jamali

Publications

Several books and journal articles have been published this year and others are still forthcoming. A research paper is written by Tahera Afrin, ECE Programme Leader, has been published in the *European Journal of Sustainable Development*. She presented this paper at the 7th International Conference on Sustainable Development, 4-5 September, Rome in Italy. Dr Michèle Akoorie, ICL Research Professor, wrote a few books jointly with other scholars which are supposed to be published soon.



Books and Journal Articles:

Afrin, T. (2019). Desires and doubts of cultural sustainability. *European Journal of Sustainable Development*. Vol. 8 (4), pp. 452-459.

Peiris, I., Akoorie, M. and Sinha, P., Entrepreneurial opportunities and the role of contextual embeddedness, in *Research Handbook on Entrepreneurship in Emerging Economies: A Contextualized Approach*, Sinha, P., Gibb, J., Akoorie, M. and Scott, J. (eds.), Edward Elgar: Cheltenham (in press).

Scott-Kennel, J., Yin, Haolin and Akoorie, M. (2019). Innovation through Linkage, Leverage, and Learning: The Case of Monk Fruit Corporation, *International Studies of Management and Organization*, DOI: 10.1080/00208825.2019.1608399

Sinha, P., Gibb, J., Akoorie, M. and Scott, J. (eds.). *Research Handbook on Entrepreneurship in Emerging Economies: A Contextualized Approach*, Edward Elgar: Cheltenham (in press).

Sinha, P., Gibb, J., Akoorie, M. and Scott, J. Why Entrepreneurship Failed to Take Root in 'Developing Countries': The Case of Colonial Africa (1952-1972) in Bowden, B., McMurray, A., Muldoon, J. and Gould, A.M. (eds.), *The Palgrave Handbook of Management History*, Palgrave Macmillan: Basingstoke. (Forthcoming).