

Research Outlook

Message from the Chairman

As we pass the anniversary of Lockdown, close upon so many other Covid-19-related anniversaries, we reflect on how much damage has been wreaked on international education in New Zealand. It is not much short of miraculous that our schools are still open, never mind running quite normally, and even benefiting from our enforced online experiences. In ICL Graduate Business School, although our undergraduate numbers have dropped, our postgraduate numbers are almost as high as a year ago and our Business Informatics PGDip and Master's numbers have actually risen. In particular we must celebrate the border exemptions for three of our prospective MBI students from Brazil, India and Viet Nam, who can start their degree as soon as they have gone through MIQ. While we celebrate what is actually a 100% success rate, we miss the scores of other students who might have qualified had their visas not been killed by the passage of time.



Increasingly this newsletter is a celebration of our students' efforts; not only those of our staff. The Applied Research Project topics of the most recent graduating cohort are listed on page 7 below, and they show a fascinating range of research interests. And we look forward to the imminent publication of the ICL Journal, mothballed for a few years, but now focused on our students' research.

We also have great cause to celebrate approval of our two new programmes, the Master of Management and the Graduate Diploma in Teaching (ECE). These have taken literally years to get through the application process and I congratulate the academic teams that put them together, for their determination and ultimate triumph.

There are tough times ahead for us with the border closed for the rest of 2021. We are grateful for government subsidies that keep us afloat, but will have to tighten our belts before the year is out.

A Happy Easter to everyone!

Ewen Mackenzie-Bowie, Chairman

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Welcome to the March 2021 research update!

With the summer and holiday season coming to an end and the March 2021 student intake in full swing, we can now take some time to look back at the great achievements of ICL Education Group.

After successful NZQA accreditation we are excited to start our first batch of Master of Management students in March 2021. The Master of Management is our second master's degree after the successful Master of Business Informatics, adding to ICL's portfolio in industry-relevant postgraduate qualifications.



The ICL Master of Management will be particularly relevant to learners who aim at better understanding business and management in New Zealand Aotearoa's multicultural environment. The new master's degree is one of the very few in the country that has a strong emphasis on Māori Leadership and Management models, where learners will experience and learn leadership and management in multicultural teams through field trips, excursions and relevant case studies lead by expert lecturers.

Launching the Master of Management also coincides with the introduction of our Māori Strategic Partnership Framework 2020 - 2025, which outlines ICL's ambitions to foster and further our collaborations and relationships with iwi partners and relevant industry.

Both the new Master of Management and the Māori Strategic Partnership Framework will guide and influence our future research activities.

We encourage researchers – students and academic staff alike – to engage in relevant research for and with iwi and to learn about Kaupapa Māori principles to guide learning, teaching and research at ICL.

I am excited about our new programme and strategic direction and look forward to a successful year 2021 at ICL.

Ngā mihi nui,

Markus Klose
Academic Director - ICL Graduate Business School

ICL Research Seminars

Research-active staff and those with interest in research regularly gather at seminars. Here are some of the interesting research papers recently presented by academic staff. More research sharing sessions are scheduled for the rest of the year 2021.

Presenter	Topic
Gustavo Vanegas-Fernandez	<p style="text-align: center;">Using Structural Analysis to understand why international students choose ICL as their tertiary education provider</p> <p style="text-align: center;">Abstract</p> <p>The research aims to understand the reasons, motivations, values, priorities and constraints on selecting ICL Graduate Business School as the Private Training Establishment (PTE) for international students located in Auckland, New Zealand. The study has been conducted on a sample of 36 students and the results have been analyzed using structural analysis (Coates & Godet, 1994). The results are presented under three scenarios and they show a highly volatile system. One issue has been identified as the response to the question by a group of participants. However, the aggregated analysis shows no incidence, though most of the variables can affect the system configuration. The three scenarios analysis showed that there is not a unique answer to the system enquiry. Yet, in the long term, the system has proven to be alive and no correlation from external forces was identified.</p>
Dr Eghball Ghazizadeh	<p style="text-align: center;">Cloud Surfing: A general comparison of cloud identity guidelines</p> <p style="text-align: center;">Abstract</p> <p>Identity and access management is an essential component to addressing security issues in the cloud. Nowadays, private organizations and government agencies at any level spend billions of dollars in an effort to protect user identity and digital access while complying with the legislation that mandates the implementation of security measures. This paper illuminates and discusses in more detail three legislative acts: ENISA, CSA and NIST. These guidelines address the significant business and technical decisions that need to be considered by an organization seeking to implement Security as a Service, or an organization that is looking for guidance on how to assess an IAM offering. The current paper provides a brief description of all three legislative acts, a high-level comparison of suggested and/or mandated guidelines (highlighting gaps and overlaps) and suggests a possible threshold model that may incorporate security settings that satisfy requirements of all three legislative acts.</p>
Diep Ly	<p style="text-align: center;">Financial metrics that predict supply chain effectiveness – A systematic review and research direction</p> <p style="text-align: center;">Abstract</p> <p>In recent years, firms face a variety of challenges when making trade-offs between efficiency and effectiveness. Firms often make trade-offs between operational efficiency and strategic</p>

	<p>effectiveness through the implementation of cost reduction strategies to deal with intensive domestic and global competition. However, this may do more harm than good, as strategic effectiveness can create long-term gains from meeting customers’ expectations and adaptation to market changes. In this scenario, managers need to be aware of measuring strategic effectiveness. Furthermore, they need even to predict effectiveness to take the necessary actions in response to problems as they arise, rather than when issues go beyond control and reach crisis point. For a financial manager of successful firms, it is essential to prepare feasible action plans when customers, or suppliers, go into a financial crisis, as this can lead to bankruptcy. We review 119 papers on the measurement of supply chain effectiveness over the period 2000-2019. By assessing the current stage of research, we propose a set of integrated metrics for the measurement of effectiveness in the supply chain. There are three main reasons this research is worthwhile. Firstly, most of the existing studies related to SC performance measurement did not consider integrated financial metrics. Secondly, previous quantitative and empirical studies mainly supported the positive effect of SC effectiveness on financial performance and the correlation between supply chain effectiveness and shareholder value. Nevertheless, quantitative indicators measuring SC effectiveness from publicly available financial metrics are rare. Thirdly, a statistically significant measurement from public financial metrics can be generalized to use as benchmarking and for ranking effectiveness in SC for practice. To the best of our knowledge, no study has dealt with benchmarking and ranking the effectiveness of SCs with different strategies and structures in the supply chain context.</p>
<p>Dr Zarqa Shaheen & Hoang Duong</p>	<p style="text-align: center;">Factors impacting the use of the NZ COVID Tracer application in New Zealand</p> <p style="text-align: center;">Abstract</p> <p>The key research objective in this study is to understand the usage behavior of the mobile application NZ COVID-19 Tracer used for contact tracing purposes. Secondly, the project looks at the main reason for and against the contact tracing app. Thirdly, the project examines the relationship between/among factors impacting the usage behaviour of the NZ COVID Tracer app. The study has shown a statistically significant relationship between smartphone usage and the adoption rate of the NZ COVID Tracer app. People with frequent smartphone usage tended to use the NZ COVID contact tracing app more regularly. There is a difference in influence from television and Facebook on the usage behaviour of the contact tracing app NZ COVID Tracer. Although the effect was not statistically significant, it seemed that television still remains as a stronger influence that makes people using the contact tracing app more appropriately. On the other hand, people using Facebook as their news source even seemed to use the NZ COVID Tracer app at a lower frequency, although this observation did not have any statistical significance. Self-perceived health status and attitudes towards the COVID-19 pandemic were not shown to have significant impact on NZ COVID Tracer app usage behaviour. While social media such as Facebook have been shown to be the most popular source of news for COVID-19 among New Zealander, it is television that acted as a motivation tool to encourage people to use a contact tracing mobile application and to practise other measures against the COVID-19 pandemic. Further investigation is needed to understand how to help different ethnic groups carrying out digital contact tracing measures more effectively.</p>



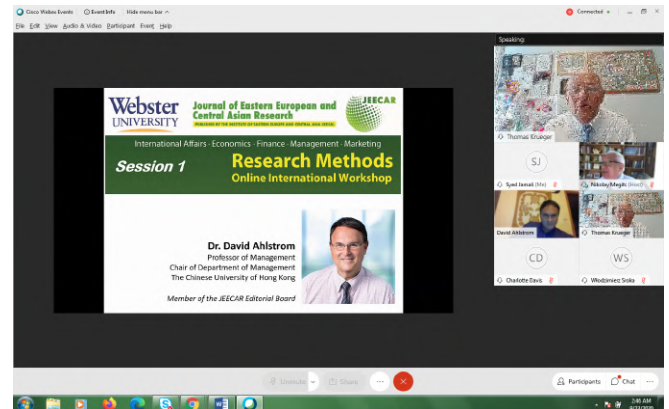
Diep presenting her research paper at the ICL research seminar

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.

Professional Development

As part of professional development, the staff members attended a series of short training sessions conducted by different professional organizations.

Dr Syed Jamali attended an online international workshop session on research methods. The Workshop was organized by The Institute of Eastern Europe and Central Asia (IEECA) with support from Webster University, St. Louis, MO. In two-day session, the academics discussed topical issues of business research methodology and scientific writing of high-quality articles to be published in Western academic journals. The business research practitioners who shared their experience and expertise in conducting research. The Workshop was designed to assist doctoral students and young researchers to enhance their research and scholarly careers.



Dr. David Ahlstrom, Professor of Management, Chair of Department of Management, The Chinese University of Hong Kong

The ICL teaching team attended a professional development workshop on academic writing organized by ICL Graduate Business School on December 14, 2020. The workshop was conducted by Professor Michèle Akoorie, ICL Research Professor and Professor Helen Sword, from The University of Auckland. They

discussed several topics in the session such as a guide to successful academic writing, uncovering the mysteries of the publication process and overcoming the barriers which limit us to achieving the research goals which we aspire to and where you publish matters.

Dr. Maria V. Umali participated in the recent virtual conference on "Career development in a fast-changing world of work". Among the topics discussed were: 1) Future of career directions - unity between education and industry; 2) Enhancing career development partnership and collaborating with stakeholders; 3) Psycho-spiritual dimensions of career counseling; 4) Self-care and well-being of

mental health responders in a fast changing world of work; 5) Chaos theory and career counseling challenges; 6) Career coaching techniques for breakthrough performance; and 7) Youth self-leadership: transformation for nation building. All the topics are relevant and attuned to the "new normal" times in view of the COVID19 pandemic.

Resource speakers were educators, career coaches, psychotherapists, mental health professionals and HR consultants from private and government agencies representing diverse industries and universities in Asia.

ICL EXPERTISE IN THE INTERNATIONAL ARENA

JEECAR Virtual International Business Conference, December 15-16, 2020

Dr Syed Jamali, ICL Business Lecturer, presented a research paper titled "***Object-oriented Marketing: The AI Style of Marketing in Chinese Companies***" at JEECAR Virtual International Business Conference. This was a joint research paper with his graduate student Xiaoyang Wu. This paper investigates the impact of AI on marketing from the perspective of consumers and advertisers. First of all, through a comprehensive literature review, it provides a detailed study of consumers' purchasing psychology and behaviour and makes a deep investigation of the use and future impact of existing AI in marketing. Secondly, this study adopts the quantitative research method and uses the results of secondary data to summarize how consumers obtain information and the impact of intelligent promotion on the purchase rate. Finally, using the qualitative research method, the researcher

interviewed different marketing professionals from different companies in China.

The results of this paper show the influencing factors of AI in marketing, the benefits and challenges of AI integration in marketing, the AI marketing strategies of the interviewed companies, ethics and the application of AI in the field of marketing. Finally, based on findings from quantitative and qualitative data, the researcher summarizes the development trend of AI marketing over the next five years and predicts the development direction of AI marketing in the future, which has a certain enlightening significance for existing companies and enterprises.

Key Words: AI, Marketing, Deep Learning, Big Data, Machine Learning, Advertisement

Congratulations Jamali and Xiaoyang!

Research Projects Conducted by Master of Business Informatics (MBI)

The Master in Business Informatics (MBI) cohort 12 (19 October, 2020 –19 February, 2021) finished their final Applied Project Reports of 15,000-20,000 words under Supervisors in February 2021. These research projects were successfully completed and submitted on time. The students have investigated some interesting and relevant subjects:

Research Topics	Researcher	Supervisor
Access the data loss prevention from a malicious insider: a New Zealand and Australia based cloud service provider's perspective.	Edson Machado de Sousa	Dr Abid Shahzad
The impact of mobile applications on customer satisfaction in the petrol industry in New Zealand	Eunie Choe	Dr Bo Lin
The impact of social media WeChat for promoting Tikanga Maori in the Aotearoa New Zealand tourism industry: Targeting the Chinese market.	Liuhui Fu	Dr Meripa Toso
Identification of barriers and benefits of ITIL implementation in financial organizations.	Prem Chand	Dr Syed Jamali
The impact of social media on market vendor business in New Zealand.	Qiyue Zhang	Dr Michele Akoorie
Customer satisfaction with Chabot's functions in COVID-19.	Thuy-Thung Chung	Dr Michele Akoorie

Publications

Books and Journal Articles:

Sinha P., Gibb J. Akoorie M., Scott J.M., (2020) (Eds), *Research Handbook on Entrepreneurship in Emerging Economies: A Contextualized Approach*, Edward Elgar, Cheltenham, Glos. and Northampton, Mass, pp. 1-387.

Peiris, I; Akoorie, M; Sinha, P. (2020), Entrepreneurial Opportunities and the role of Contextual Embeddedness. In: Sinha P., Gibb J. Akoorie M., Scott J.M., (2020) (Eds), *Research Handbook on Entrepreneurship in Emerging Economies: A Contextualized Approach*, Edward Elgar, Cheltenham, Glos. and Northampton, Mass, pp. 106-129

Sinha P., Gibb J. Akoorie M., Scott J.M., (2020) Introduction to the Research Handbook on Entrepreneurship in Emerging Economies: A Contextualized Approach, In: Sinha P., Gibb J. Akoorie M., Scott J.M., (2020) (Eds), *Research Handbook on Entrepreneurship in Emerging Economies: A Contextualized Approach*, Edward Elgar, Cheltenham, Glos. and Northampton, Mass, pp. 1-25.

Akoorie M., Scott J.M., Sinha P., Gibb J. (2020) Why Entrepreneurship Failed to Emerge in “Developing Countries”: The Case of Colonial Africa (1952–1972). In: Bowden B., Muldoon J., Gould A., McMurray A. (Eds), *The Palgrave Handbook of Management History*. Palgrave Macmillan, Cham, pp 1-17.

Innovation through Linkage, Leverage, and Learning: The Case of Monk Fruit Corporation Joanna Scott-Kennel, Haolin Yin and Michele E. M. Akoorie (forthcoming) in *Global Networks and Innovation in China International Linkages and Indigenous Efforts*, Edited by Tian Wei and Maoliang Bu, pp 6-30, Routledge, London and New York.

Editor: Dr Syed Jamali