

Hot Articles

“February|2017”

Business & Economics



Title: [The role of leaders in generating management innovation](#)

Author: Sophia Su & Kevin Baird

Journal: The International Journal of Human Resource
Management

Published online: 28 January 2017

Doi: 10.1080/09585192.2017.1282533

Abstract

This study provides an empirical insight into the level of management innovation in Australian service organisations, conceptualising management innovation using an integrative framework of management innovation which encompasses four dimensions, new managerial practices, processes, structures and techniques. In addition, the study contributes to the contingency-based literature by examining the role of leaders, in respect to both leadership style (initiating and consideration styles) and the use of controls (diagnostic and interactive use), as drivers of management innovation. Data were collected through a mail questionnaire distributed to 445 middle level managers. The findings show that leadership style influences management innovation with a more initiating style associated with the extent of use of new managerial techniques. Management innovation was also influenced by the use of controls with a more interactive (diagnostic) approach associated with the extent of use of new managerial processes and techniques (practices and structure). In line with the Competing Values Framework, the findings highlight the tension involved in the role of leaders in generating management innovation.

Database

Taylor & Francis

Title: [Exploring aged care business models: a typological study](#)

Author: NUSEM, EREZ; WRIGLEY, CARA; MATTHEWS, JUDY

Journal: Ageing & Society

Volume: 37 **Issue:** 2 **Page:** 386-409

Doi: 10.1017/S0144686X15001257

Abstract

Australian providers of aged care are facing a rapidly ageing population and growth in demand for services. Beyond a sheer increase in consumers and major regulatory changes from Federal Government, many customers are becoming progressively discontented with a medically dominated model of care provision. This period of turbulence presents an opportunity for new entrants and forward-thinking organisations to disrupt the market by designing a more compelling value offering. Under this line of inquiry, the researchers conducted a qualitative content analysis study of over 37 Australian aged care organisations, clustering providers into six business model typologies. The study revealed that providers of aged care are becoming increasingly aware of emerging customer needs, and, in addressing these needs, are seeking to establish innovative models of care provision. This paper therefore presents a future model of care, along with implications for practice and policy.

Database

Cambridge

Title: [Product-service systems in Southeast Asia: Business practices and factors influencing environmental sustainability](#)
Author: Monique Retamal
Journal: Journal of Cleaner Production
Volume: 143 **Issue:** 1 February 2017 **Page:** 894-903
Doi: 10.1016/j.jclepro.2016.12.032

Abstract

Product-service system (PSS) business models are now more widely used for business to consumer exchanges due to the popularity of the ‘sharing economy’ or ‘collaborative consumption’. While there are claims that PSS offer more sustainable consumption alternatives, there is a shortage of literature regarding PSS business practices and the factors that may influence their environmental performance. In addition, few studies have investigated PSS in emerging economies. In this paper, we examine PSS business practices in relation to environmental sustainability for twenty businesses in Hanoi, Manila and Bangkok. Our aim is to understand business practices in this emerging economy context, and to determine the factors that enable or inhibit PSS businesses from achieving environmentally sustainable outcomes. We identified six sustainability criteria from the literature as the basis for analysing business practices: 1) using durable, quality goods; 2) intensifying use of goods; 3) enabling repair, take back and recycling of goods; 4) ensuring rental replaces purchase; 5) minimising transport and disposable packaging of goods; and for transport – 6) reducing private vehicle kilometres travelled. Through qualitative analysis of interviews we found that business participants generally performed well in criteria 1–2, but performance across the remaining criteria depended on the context such as: market conditions, public infrastructure, housing form, customer behaviour and the nature of the product. Our findings highlight the need for policy interventions to facilitate more sustainable outcomes, including: guidelines and green accreditation; planning regulations/incentives to provide space for PSS businesses; and policies to encourage multiple passengers for transport sharing.

Database

ScienceDirect

Title: [Cloud energy storage for residential and small commercial consumers: A business case study](#)

Author: Jingkun Liu, Ning Zhang, Chongqing Kang, Daniel Kirschen, Qing Xia

Journal: Applied Energy

Volume: 188 **Issue:** 15 February 2017 **Page:** 226-236

Doi: 10.1016/j.apenergy.2016.11.120

Abstract

Energy storage is extensively recognized as a significant potential resource for balancing generation and load in future power systems. Although small residential and commercial consumers of electrical energy can now purchase energy storage systems, many factors, such as cost, policy and control efficiency, limit the spread of distributed energy storage (DES). This paper proposes a new type of DES—cloud energy storage (CES)—that is capable of providing energy storage services at a substantially lower cost. This grid-based storage service enables ubiquitous and on-demand access to a shared pool of grid-scale energy storage resources. It provides users the ability to store and withdraw electrical energy to and from centralized batteries. This paper describes the concept of CES and the control and communication technologies that are required for its implementation and its operating mechanism, as well as its business model. Simulation results that are based on actual power system operating data demonstrate the feasibility and economic benefit of CES.

Database

ScienceDirect

Title: [Unlocking how start-ups create business value with mobile applications: Development of an App-enabled Business Innovation Cycle](#)

Author: Michel Ehrenhard, Fons Wijnhoven, Tijs van den Broek, Marc Zinck Stagno

Journal: Technological Forecasting and Social Change

Volume: 115 **Issue:** February 2017 **Page:** 28-36

Doi: 10.1016/j.techfore.2016.09.011

Abstract

Little is known about the business value that mobile applications (apps) can create, and how start-ups can leverage this value. We present a multiple-case study to both explain the process of app-enabled value creation and the type of value outcomes associated with the use of apps for business purposes. The study develops an App-enabled Business Innovation Cycle model that includes 1) twelve routines matched to four dynamic capabilities for creating business value using apps, 2) an explanation of the interactions between these capabilities, and 3) eleven types of app-enabled business value. Based on the developed model we give directions for future research and practice.

Database

ScienceDirect

Title: [From Perchloroethylene Dry Cleaning to Professional Wet Cleaning: Making the Health and Business Case for Reducing Toxics.](#)

Author: Onasch, Joy; Jacobs, Molly; Biddle, Elyce

Journal: Journal of Environmental Health

Volume: 79 **Issue:** 6 **Page:** E1-E7

Abstract

Increased regulatory oversight over the use of perchloroethylene (perc) in dry cleaning establishments due to health and environmental risks have prompted many dry cleaning facilities to seek substitutes. Among the most benign alternatives is professional wet cleaning. Yet, is wet cleaning viable from a business perspective? Using data from five dry cleaners that recently transitioned from perc to professional wet cleaning, this analysis reviews changes associated with cleaning performance, natural resource use, operations, labor, and associated costs. The financial assessment found that the average payback period related to the capital investments averaged 2.5 years and the average return on investment was 3.6 (using a discount rate of 5%). Higher financial returns were observed when cleaners kept their capital investments below \$50,000. The performance evaluation found that garments cleaned with the wet cleaning technology came out as well as or better than with perc, especially as the cleaner became more familiar with the wet cleaning process. This analysis affirms the business case for wet cleaning, adding to the body of evidence that professional wet cleaning is not only environmentally preferable, but that it is also technically and financially feasible

Database

EBSCO

Title: [‘Preparing ourselves to become an international organization’: Thailand Tobacco Monopoly’s regional and global strategies](#)

Author: Ross MacKenzie, Hana Ross & Kelley Lee

Journal: Global Public Health

Volume: 12 **Issue:** 3 **Page:** 351-366

Doi: 10.1080/17441692.2016.1273369

Abstract

The Thailand Tobacco Monopoly (TTM) controlled the country’s tobacco industry from its formation in the 1940s, until the government dropped restrictions on imported cigarettes in the late 1980s in response to pressure from the United States. The TTM has since competed with transnational tobacco companies (TTCs) in a semi-monopoly market in which TTCs have steadily increased their market share. Coupled with a decline in national smoking prevalence, the result of Thailand’s stringent tobacco control agenda, the TTM now accounts for a diminishing share of a contracting market. In response, the monopoly has looked to regional trade liberalisation, and proximity to markets with some of the world’s highest smoking rates to expand its operations. Expansion strategies have gone largely unrealised however, and the TTM effectively remains a domestic operation. Using TTM publications, market and trade reports, industry publications, tobacco industry documents and other resources, this paper analyses TTM expansion strategies, and the limited extent to which they have been achieved. This inability to expand its operations has left the monopoly potentially vulnerable to global strategies of its transnational competitors. This article is part of the special issue ‘The Emergence of Asian Tobacco Companies: Implications for Global Health Governance’.

Database

Taylor & Francis

Title: [The impact of modular platforms on automobile manufacturing networks](#)

Author: Jesús F. Lampón, Pablo Cabanelas & Javier González-Benito

Journal: Production Planning & Control

First Published Online: 6 February 2017 **Page:** 1-14

Doi: 10.1080/09537287.2017.1287442

Abstract

This paper explores the impact on automobile manufacturing networks of adopting modular platforms to replace the standard platforms used to date. Analysis of European manufacturers' production networks shows that the use of modular architecture improves coordination by increasing manufacturing mobility and thriftiness ability. The changes resulting from this new modular approach also allow manufacturing capacity to be reorganised and overcapacity to be partially eliminated. From the point of view of production systems, the adaptation of manufacturing processes and facilities to this new architecture should aim to increase flexibility by integrating production around a single platform, allowing for different dimensions and for a larger number of models to be produced in a single plant.

Database

Tylor & Francis

Title: [Are Formal Planners More Likely To Achieve New Venture Viability? A Counterfactual Model And Analysis](#)

Author: Francis J. Greene, Christian Hopp

Journal: Strategic Entrepreneurship Journal

First Published Online: 8 February 2017

Doi: 10.1002/sej.1245

Abstract

This study develops and tests a counterfactual model of the relationship between formal written business plans and the achievement of new venture viability. This is important because extant theory remains oppositional, and there is a practical need to provide guidance to founders on the utility of formal plans. To test our model, we use propensity score matching to identify the impact that founder, venture, and environmental factors have on the decision to write a formal plan (selection effects). Having isolated these selection effects, we test whether or not these plans help founders achieve venture viability (performance effects). Our results, using data on 1,088 founders, identify two key results: (1) selection effects matter in the decision to plan; and (2) it pays to plan.

Database

Wiley

Title: [In Pursuit of Time: Business Plan Sequencing, Duration and Intraentrainment Effects on New Venture Viability](#)

Author: Christian Hopp, Francis J. Greene

Journal: Journal of Management Studies

First Published Online: 9 February 2017

Doi: 10.1111/joms.12251

Abstract

In this study, we examine three under-explored dimensions of the temporal relationship between formal written business plans and the achievement of new venture viability. First, we theorize and investigate the effects of plan sequencing; arguing that a business plan written early on in new venture development increases the prospects of venture viability. Second, we examine plan duration effects, and argue that there is a curvilinear relationship between spending time on a plan and achieving venture viability. Finally, we investigate plan intraentrainment effects (synchronization with other gestation activities). We theorize that if plans are synchronized with other gestation activities, venture viability is more likely. Using longitudinal data and controlling for truncation and endogeneity issues, we find that it is beneficial to plan early but that this is contingent on how long a founder spent on a plan and whether or not a plan is intraentrained with other gestation activities.

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