



New Zealand
Institute for
Business Research
Te Pūtahi Rangahau Umanga o Aotearoa

ANNUAL REPORT

2019



THE UNIVERSITY OF
WAIKATO
Te Whare Wānanga o Waikato

**WAIKATO
MANAGEMENT SCHOOL**
TE RAUPADA

Our vision and mission

At the New Zealand Institute for Business Research (NZIBR), our business is adding value to your business or organisation.

NZIBR draws on the expertise of leading scholars from the University's Waikato Management School and across the University to deliver research projects of high value to the business community and wider society, that will help drive long-term sustainability and shareholder value.

We work with industry, government agencies and other organisations to enhance their performance, productivity, and sustainable business.

Public policy projects are also an important part of our work programme. Our people have a wealth of knowledge in areas ranging from economic impact analysis, strategy and leadership, to marketing, innovation and entrepreneurship.

We publish high quality research in both professional outlets and in academic journals.

waikato.ac.nz/nzibr

From our Director

E tena koutou katoa, nga mihi nui

2019 has been a year of significant growth and expansion of activities for NZIBR.

- NZIBR hosted a series of successful events, including the Future of Work Conference Wellbeing Thought Leaders, world-renowned marketing expert, Professor Ajay Kohli and Dr Lucy Hone's Resilience Workshop.
- Our international partnerships were strengthened with the Beijing Union University Memorandums of Understanding for tourism research.
- Successful short-training programmes for Vietnamese delegates as well as the ongoing CELF Programme.

Work with national partners included work with the New Zealand Police and our regional partner, Community Enterprise Leadership Foundation Elevate Programme.

I acknowledge and extend my appreciation to the work of our unit Co-Directors, Professors Les Oxley, Juliet Roper, Siggie Gudegan, Shikhar Sarin, Associate Professor Peter Sun and Dr Maree Roche. We welcomed a new team member from South Africa, Amanda Wilson, filling the role of Research Administrator. Dr Vijay Kumar was promoted to Research Fellow.

We continue to be the source for independent analysis and insight into issues impacting New Zealand and global business



Eva Collins

Associate Professor Eva Collins
Director, NZIBR

Table of contents

	Page
Staffing	4
The year in perspective	5
BUU China-NZ tourism research unit	10
International visitors	11
Short-term training programmes	12
Research training programmes and case studies	14
Externally-funded research and training programmes	16
Research publications	18

Staffing



Associate Professor Eva Collins
Director



Professor Les Oxley
Co-Director, Responsible & Sustainable Management Unit



Professor Juliet Roper
Co-Director, Responsible & Sustainable Management Unit



Professor Shikhar Sarin
Co-Director, Enterprise Innovation Unit



Professor Sigg Gudergan
Co-Director, Enterprise Innovation Unit



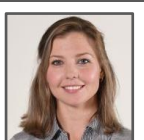
Dr Maree Roche
Co-Director, Leadership Unit



Associate Professor Peter Sun
Co-Director, Leadership Unit



Dr Vijay Kumar
Research Fellow



Amanda Wilson
Research Administrator

Associate Researchers

All Management School staff and those from other Divisions who are involved in externally funded research projects and consultancies administered through NZIBR are considered to be associate researchers within NZIBR.

In 2019, the main contributors were: Dr John Gibson - Professor of Economics; Dr John Oetzel - Professor of Management Communication; Dr Ricardo Scarpa - Professor of Economics; Dr Frank Scrimgeour - Professor of Economics; Dr Anna Strutt - Professor of Economics; Dr Huw O'Conner – Lecturer in Marketing and Dr Chris Ackermann – Lecturer in Accounting.

Furthermore, Co-Directors, Associate Professor Peter Sun and Dr Maree Roche (Leadership Unit) and Professor Les Oxley (Responsible and Sustainable Unit) also procured externally funded projects.

The year in perspective

NZIBR delivered and/or sponsored many successful events, seminars and workshops in 2019. An overview of the Institute's key research activities and accomplishments are provided below.

February

In February, Maree Roche, Co-Director of the Leadership Unit, organised a full-day workshop for 20 women from New Zealand Police. The workshop focused on reflective learning and career goal setting for women in leadership roles.



Later in the year, NZIBR welcomed Inspector Freda Grace from NZ Police who shared the challenges she faced as a young female police officer and how she is today the only woman in an Armed Offenders Squad (AOS) in New Zealand.

The Enterprise Innovation Unit also hosted Professor Gloria Barczak who is a Professor in Marketing, D'Amore-McKim School of Business. Professor Barczak gave two seminars – one on cutting-edge trends in innovation research and another on publishing in top tier journals.

MARCH

In March, the Responsible and Sustainable Management Unit, and Leadership Unit brought together a small group of key thought leaders to discuss the future of well-being in New Zealand.



The purpose was to share ideas and to collaboratively explore options for forming a steering group to generate wider discussion and action plans beyond this initial meeting.

Speakers were; Dr Tony Burton, Deputy Chief Economic Advisor, NZ Treasury; Associate Professor Carla Anne Houkamau, University of Auckland, Director of the Mira Szászy Research Centre for Māori and Pacific Economic

Development and the Associate Dean for Māori and Pacific Development for the Auckland Business School; Professor Paul Dalziel, Lincoln University; and Professor Les Oxley, Waikato Management School.

APRIL

In April, the Waikato Management School and NZIBR organised a successful one-day conference on the 'Future of Work' with over a 150 paying delegates.

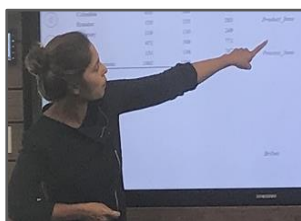
The keynote speaker, Jan Zijderveld, then CEO of AVON and a University Distinguished Alumni, presented on future trends for business. Masterclasses were given on sustainability, innovation and leadership.

Associate Professor Peter Sun, Co-Director of the Leadership Unit, played a significant role in the planning of NZIBR's Future of Work Conference. He was featured on Seven Sharp and the Waikato Times.

The conference was sponsored by AskYourTeam (www.askyourteam.com) and Community & Engagement Leadership Foundation (www.celf.org.nz).



Professors Siggs Gudergan and Shikhar Sarin, Co-Directors of the NZIBR Enterprise and Innovation Unit, hosted a workshop "*Building & Maintaining your Academic Reputation*" and discussed the steps and strategies that PhD students and early career academics could use to build their academic reputation.



The Enterprise and Innovation Unit launched their *EIU Brown Bag Series* which provided Academics an opportunity to present their research papers to like-minded peers.

The first academic to present in this series was **Dr Nirosha Hewa-Wellalage**. Her research paper entitled "*Effect of Petty Corruption on Firm-Level Innovation of Micro, Small and Medium Enterprises (MSMEs)*" suggests that bribery is a rational strategic response of micro, small and medium enterprise innovators, compensating for the lack of kinship or political affiliations, and hedging against political risk.

MAY

In May, **Mr Shivendu Pratap Singh** presented his research paper entitled, “*From Cathedral to Bazaar: Investigating influence of open innovation engagement on firm performance using generalised synthetic control method*”.



Using data from the top 1,000 high technology firms, he discussed the effects of open platform engagement on the economic and financial outcomes of a firm.

JUNE

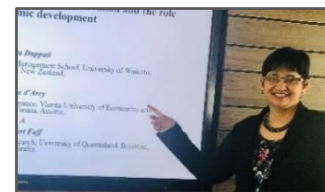


In June **Dr Amanda J. Williamson** presented her paper entitled, “*Sleep as a Tool for Innovation?*” Her research focused on the interesting yet often overlooked role that sleep has on influencing entrepreneurs’ innovation behaviours.

Amanda, who recently joined WMS as a lecturer in Innovation, received the WMS Publication Award for publishing the research in *Entrepreneurship Theory and Practice*, ranked as one of the Financial Times Top 50 Journals.

JULY

In July, **Dr Geeta Duppati**, presented her research paper entitled, “*Effects of Institutional Ownership on Innovation and the Role of Economic Development*”. The results suggest that monitoring by institutional investors can act as an important mechanism to promote firm innovation.



AUGUST



In August, **Dr Suzette Dyer**, (Waikato Management School), **Dr Fiona Hurd** (AUT) and **Heather Lowery-Kappes** (UoW Student Experience and Support) showcased three experiential learning exercises designed to help students learn and reflect on some of the techniques required for managing their careers. Good career management practice is a holistic process that cannot be achieved through ad-hoc, one-off interventions.

SEPTEMBER

In September, NZIBR, along with Professional Programmes, shared a double-stand at the inaugural Waikato Business Expo held at Claudelands Events Centre. The team have secured their stand for the 2020 Expo which will be held again at Claudelands Events Centre.



Later in September, NZIBR welcomed world-renowned marketing expert Professor Ajay Kohli (Scheller College of Business, Georgia Institute of Technology).

Two events were conducted and participants travelled from across New Zealand to attend.

The first event with Professor Kohli was an evening talk '*Customer Centricity in a Digital World*', aimed at the local professional community. Followed by a full-day academic workshop. The workshop comprised of two parts namely an interactive lecture-discussion and 'learn by doing'.



OCTOBER

In October, Adjunct Professor, Martin Wetzels (Maastricht University), visited the University of Waikato and facilitated two interactive sessions during his stay. The first was a talk open to the public "*Changing the marketing narrative: A story of digital disruptions*" followed by a two-day training workshop introducing participants to key data analysis techniques using "*R*" software.



NOVEMBER

In November, the fourth Academic to present his research in the *EIU Brown Bag Series* was **Dr Gohar Khan**. His paper entitled, “*In Search of the True Worth of a ‘Like’: A Network Externality Approach*”, demonstrated how product sales are influenced by the network effect of the “like” button.



Dr Lucy Hone (AUT), author of several books and articles on resilience, conducted a half-day workshop and seminar *Resilience and the Importance of Psychological Wellbeing*.

Lucy is well known for fusing her first-hand experience of trauma, loss and resilience with the strategies and tools coming from her research. Her visit was hosted by the Leadership Unit and Responsible Management and Sustainability Unit.

DECEMBER

In December, NZIBR welcomed two international visitors who provided engaging sessions for both internal staff and students as well as external guests.

The first visitor, Professor Jan Fisch (Vienna University of Economics and Business), conducted an academic talk followed by a half-day workshop. The workshop was of particular interest to PhD students and provided an opportunity for them to discuss their paper development in detail.



Later in the month, a breakfast-seminar was conducted by Professor Brad Jackson (Griffith University) who delivered a highly interactive breakfast seminar and outlined the concept of ‘Good Dividends’, a theory of business that re-examines what we mean by value. In 2020 Professor Brad Jackson has taken on the role of Associate Dean Strategic Engagement and will serve as Professor of Leadership and Governance at the Waikato Management School.

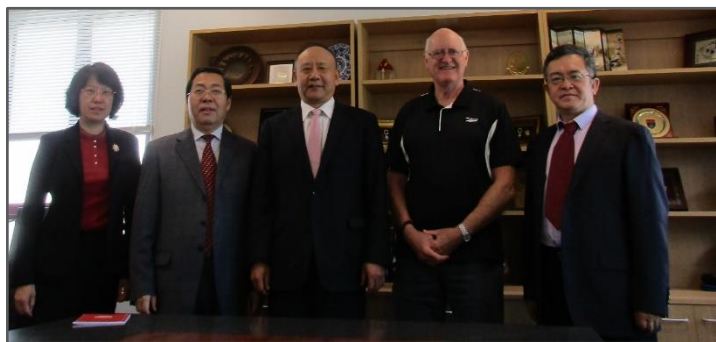


BUU China-NZ tourism research unit

Three Memorandum of Understanding were signed – the first two were renewals of previous MOUs with Sun Yat-sen and Beijing International Studies University (BISU) and the third was with the College of Tourism, Beijing Union University (BUU). All are highly regarded for their tourism and hospitality courses and research profile.

The visit by President Li, Dean Yan, International Director Pangming and Associate Professor Zhang Xiaoyu from Beijing Union University was significant in terms of signing the agreement with Senior Deputy Vice Chancellor Alister Jones and Associate Professor Stuart Dillon, Head of the School of Management and Marketing.

The group of Beijing Union University had also expressed interest in the research being undertaken by the INSTO-Waikato Tourism Group (see INSTOWaikato.org). They visited Raglan and met with Mitch King, Social and Economic Development Officer, Waikato District Council, Councillor Lisa Thomson (Councillor for Raglan on the Waikato District Council) and Charlie Young, Chamber of Commerce, Raglan.



In addition to these arrangements, research understandings were also signed with Grand View Gardens, the Taihao Fuxi Mausoleum and the Haiyang County Government, Hennan.

Professor Chris Ryan gave a presentation to the New Zealand Friendship Association on the significance of the Taihao Fuxi Mausoleum, which was very well appreciated by the audience who commented positively on the detailed understanding that was shared of the site and its significance in Chinese culture.

Another significant action that promises much for the future, was a similar understanding that was reached with Dr. Li Ping and Leon Shi in setting up the Tourism Think Tank (TTTI) that will hold an annual conference and provide education training services in tourism and hospitality management.

International visitors

South Korea

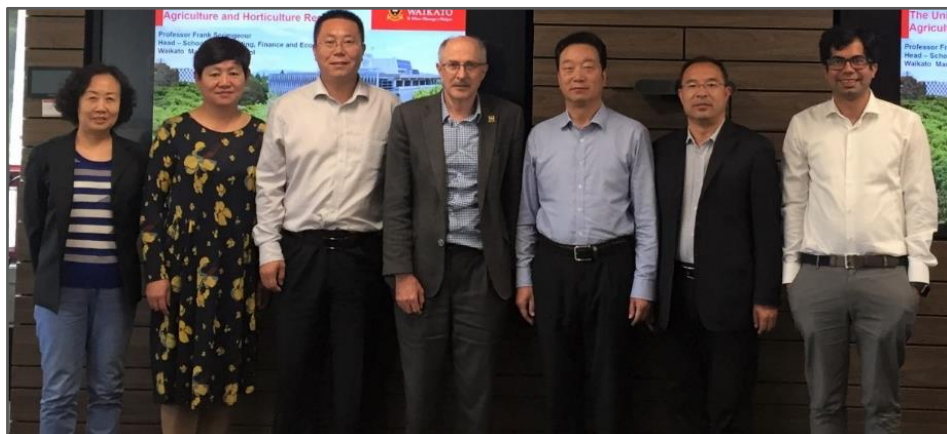
Professor Frank Scrimgeour and Dr Vijay Kumar hosted a group of twenty individuals from various financial companies organised under a special Government Act. The purpose of the visit was to understand capital investment system in the New Zealand primary industry sector. NZIBR organised a workshop for the group to discuss these topics.

China

NZIBR hosted a group from Tianjin Ecology and Environment Bureau (TAES). The purpose of their visit was to understand Marine Pollution Control and Coastal Ecological Management as well as related environment economic issues in New Zealand. They met with Professor Frank Scrimgeour, Associate Professor Umesh Sharma, Dr Vijay Kumar and Dr Zack Dorner to discuss environmental and sustainability accounting research at Waikato Management School.

Japan

Professor Frank Scrimgeour and Dr Vijay Kumar hosted Professor Manabu Hori and Associate Professor Tatsuru Nishio from Yamaguchi University. The purpose of their visit was to get insights into the tourism industry in New Zealand. NZIBR arranged their visits to New Zealand's world-class conservation site Zealandia, and the Hamilton and Waikato



Visiting scholar(s)

The Leadership Unit hosted Ms. Xuchu Liu from Henan University of Chinese medicine. She conducted research with Associate Professor Peter Sun and Dr Sudong Shang in the area of leadership.

Short-term training programmes

CELF Elevate Programme

CELF Elevate is jointly delivered by the Community & Enterprise Leadership Foundation (CELF), a charitable trust, in partnership with Waikato Management School. The Class of 2019/2020 will be the sixth cohort to graduate from the CELF Elevate programme.

Over nine months, participants were mentored by senior leaders from business and community organisations on how to develop their own leadership competencies, while working on projects within their own workplace or community.

CELF participants have enjoyed numerous opportunities to investigate leadership in both community and corporate contexts. For example, they visited the New Zealand Police, Gallagher, Prolife Foods, Tristram Marine and LIC. In addition, the cohort had the opportunity to attend a variety of workshops hosted by academics at Waikato Management School as well as workshops facilitated by CELF.

The cohort will embark on the Waka Journey where they will have the opportunity to demonstrate their leadership skills followed by their Graduation Ceremony.

“Leadership will play a significant role in Waikato region’s future growth plans” - Associate Professor Peter Sun, Co-Director of NZIBR’s Leadership Unit and a Trustee of the Community & Enterprise Leadership Foundation.



Vietnam short-term training programme

In 2019, **four** short training programmes were facilitated by Professor Frank Scrimgeour and Dr Vijay Kumar. Three programmes were conducted for Vietnam Social Security (VSS) and one programme for the District leaders of the Socialist Republic of Vietnam.

Each programme is individually designed to support the needs and objectives of the visiting group. The first programme for VSS focused on developing English language speaking ability, improving soft skills, public speaking, enhancing decision making and building confidence in delivering presentations in English. The second programme focused on a series of modules that were designed to build English language skills and technical skills.

Learning modules include Principles of Social Security and Social Insurance; Performance and Technology Management; Financial Management; and Governance. The third programme focused on developing an innovative and modern communication strategy and to understand how to integrate and use modern technologies in the communication strategy of VSS.

The programme for the District leaders of the Socialist Republic of Vietnam was designed to improve knowledge and skills to enhance decision-making. It integrated key concepts of economics, policy development, monitoring and accountability as a robust framework assisting leaders and officials to promote efficient and effective management.

For every programme, guest speakers from organisations relevant to the programme, such as Hamilton City Council, Waikato Regional Council and Waikato Chamber of Commerce were invited to share their experiences with the participants. Participants were also provided with opportunity to visit government offices and engage with political leaders as part of the programme. Further, participants are introduced to kiwi-living and spend part of their stay with host families.



Research training programmes and case studies

NZ Police: Women in Leadership



Co-Directors of the NZIBR Leadership Unit, **Dr Maree Roche** and **Associate Professor Peter Sun**, along with PhD student, Olivia Loeffen, successfully developed and delivered, a 'Women in Leadership' training programme, specially designed to cultivate and grow the leadership of high potential women police officers in New Zealand.

After designing the programme, that included focus groups and interviews within the NZ Police, a group of twenty women were selected for the elite training programme. These women demonstrated strong potential to become future leaders within the NZ Police.

The programme had three prongs to it. Firstly, a *one-day intensive workshop* focusing on providing the necessary mind-set skills and resources required to overcome the challenges women leaders face in the NZ Police.

Part two, a *Peer Mentoring Programme*, where Police leaders were mentored by women leaders from the Waikato region for several months. This included shadowing these leaders, mentoring conversations, and experiences and learning shared and held by other elite women leaders in the Waikato. The course concluded with a *workshop* on goal-setting and leadership development and planning for the officers.

The programme received positive reviews from participants who gained a wealth of leadership learning experience. One police officer said: "*The biggest thing I learnt from this course is that sometimes we are our own biggest barrier to achieving...as our minds can play tricks on us... but there are ways to break this down. (Knowing)... you want to achieve, and making a plan of how you're going to do this, is a good start.*"

The course has cemented a positive relationship with women leaders in the NZ Police, NZIBR and Waikato Management School more generally. Senior women leaders from NZ Police have shared knowledge and experience at highly attended seminars held by NZIBR, and actively participation in panel discussion at the Women in Leadership day held at the University of Waikato.

The relationships, programme and future planning - demonstrate the on-going success of NZIBR in combining research skills and expertise, and developing relationships with the leadership community.

Consumer switching in retail electricity markets

Professor Riccardo Scarpa, a leading economist, studied New Zealand's retail electricity markets to identify the main reasons for switching behaviour and estimated consumers' willingness to pay for non-price attributes.



The results provide important insights into residential consumer switching, which enable suppliers to differentiate their products. The analysis is based on an online choice experiment involving 224 residential electricity bill payers.

Professor Scarpa found that non-price attributes are significant determinants of consumer switching. This included call waiting time, length of fixed rate contract, renewable energy, loyalty rewards, supplier ownership and supplier type.

The study also identified three consumer groups with distinct preferences. The first group (40%) is mainly concerned about power bills and would switch suppliers to save at least \$125 per year in power bills.

The second group (46%) shows no status quo preference, values all non-price attributes, and particularly dislikes new entrants from other sectors.

For this group, electricity suppliers must charge \$135 less per year than other suppliers for a 50% chance of attracting new customers. The third group (14%) of consumers are captive and loyal customers who are unlikely to switch supplier for any realistic power bill savings.

Entrepreneurship and the Media

News media play an important role in shaping how the public thinks and feels about entrepreneurship. These public sentiments are a key driver of entrepreneurial activity, but little is known about how they change over time.



Using artificial intelligence and machine learning, **Dr Amanda Williamson** is conducting a study to find out how public sentiments towards entrepreneurship have changed since 2000; and how those changes differ among five English-speaking countries - the US, Canada, UK, NZ and Australia.

The resulting data will then be used to predict within and between country differences in entrepreneurial activity. The study is funded by the Australia & New Zealand Academy of Management (ANZAM) and the British Academy of Management (BAM).

Dr Williamson's research examines entrepreneurship through a psychological lens; considering the effects of sleep, mood, emotions and health on entrepreneurial behaviour.

Externally-funded research and training programmes

In 2019, NZIBR generated total revenues of **\$954K¹** from externally-funded projects and short-term training programmes. A brief overview of each project and programme is listed below.

EXTERNALLY FUNDED PROJECTS

INTERNATIONAL PROJECTS

Project Period	Principal Investigator	Name of Project	Sponsor	Revenue in 2019 (NZ\$)
2018-2019	Professor John Oetzel	Advancing community-based participatory research practice through a measurement toolkit	University of New Mexico	\$4,000
2018-2019	Professor Frank Scrimgeour and Dr Vijay Kumar	New Zealand Food Safety	Seoul National University	\$4,562
2018-2019	Professor John Gibson	Gender-disaggregated Poverty Small Area Estimates	World Bank	\$42,670
2019	Professor John Gibson	Household income and expenditure survey	Pacific Community (SPC)	\$ 39,500
2019	Professor Ric Scarpa	Think Tank	REF Ricerche	\$ 4,339
2019	Professor Ric Scarpa	HIV Medical Survey	State University of New York (SUNY) Upstate Medical	\$10,000
2019-2020	Professor John Oetzel	Advancing community-based participatory research practice through a measurement toolkit	University of New Mexico	\$7,500

DOMESTIC PROJECTS

Project Period	Principal Investigator	Name of Project	Sponsor	Revenue in 2019 (NZ\$)
2018-2019	Dr Maree Roche	Police Women in Leadership	New Zealand Police	\$1,700
2017-2019	Professor Ric Scarpa	Healthy Rivers	Waikato Regional Council	\$24,000
2019	Dr Maree Roche	Stop for Safety WEL Energy Conference	WEL Networks Limited	\$3,000

¹ The total revenue will not match the total revenue of listed projects as some projects are confidential.

2019	Dr Maree Roche	Southern Cross Hospital Team Development	Southern Cross Hospital	\$5,000
2019	Professor Les Oxley	PBRF Honorarium	Tertiary Education Commission	\$12,113
2019	Professor Frank Scrimgeour and Dr Vijay Kumar	The Economic Impact of Tauranga Stadium	Priority One	\$6,000
2019	Professor Frank Scrimgeour and Dr Vijay Kumar	Peer Review of AskYourTeam modules	AskYourTeam	\$6,000
2019	Professor Frank Scrimgeour and Dr Vijay Kumar	Consultancy and Training	New Organisation Vision	\$1,500
2019	Professor Frank Scrimgeour and Dr Vijay Kumar	Variation 1 to the Proposed Waikato Regional Plan Change 1	Waikato District Council	\$5,600
2019	Professor Ric Scarpa	Use and Non-use value analysis for Council facilitators	Cognitus Advisory Services Limited	\$7,500
2019	Dr Chris Ackermann, Professor Frank Scrimgeour and Dr Vijay Kumar	Economic Analysis – Bay of Plenty	New Zealand Kiwifruit Growers Inc.	\$9,000
2019	Dr Huw O'Connor	Voluntary Employer Quality Accreditation Scheme (VEQAS)	New Zealand Kiwifruit Growers Inc.	\$6,000

SHORT-TERM TRAINING PROGRAMMES

In 2019 NZIBR conducted the following short-term training programmes and generated an overall revenue of approximately **\$700k**.

Year	Project Team	Name of Project	Sponsor
2019	Professor Frank Scrimgeour and Dr Vijay Kumar	Enhancing Leadership Capacity in Economic Management	Vietnam Social Security
2019	Professor Frank Scrimgeour and Dr Vijay Kumar	Capacity Building on Leadership, Public Management,	Vietnam Government
2019	Professor Frank Scrimgeour and Dr Vijay Kumar	Social Security Management, Policy and Leadership	Vietnam Social Security
2019	Professor Frank Scrimgeour and Dr Vijay Kumar	Developing a Communication Strategy	Vietnam Social Security
2019	Professor Peter Sun	CELF Elevate Programme	Community & Enterprise Leadership Foundation

Research publications

- Ahrholdt, D., **Gudergan, S.**, & Ringle, C. (2019). Enhancing loyalty: When improving consumer satisfaction and delight matters. *Journal of Business Research*, 94, 18-27. doi:[10.1016/j.jbusres.2018.08.040](https://doi.org/10.1016/j.jbusres.2018.08.040)
- Bentley, T. A., Teo, S. T., Catley, B., Blackwood, K., **Roche, M.**, & O'Driscoll, M. (2019). Factors influencing leave intentions among older workers: a moderated-mediation model. *Personnel Review*, 48(4), 898-914. doi:[10.1108/PR-03-2018-0095](https://doi.org/10.1108/PR-03-2018-0095)
- Carlson, J., **Gudergan, S.**, Gelhard, C., & Rahman, M. M. (2019). Customer engagement with brands in social media platforms: Configurations, equifinality and sharing. *European Journal of Marketing*, 53(9), 1733-1758. doi:[10.1108/EJM-10-2017-0741](https://doi.org/10.1108/EJM-10-2017-0741)
- Chandanabhumma, P., Duran, B., Peterson, J., Pearson, C., **Oetzel, J.**, Dutta, M., & Wallerstein, N. (2020). Space within the scientific discourse for the voice of the other? Expressions of community voice in the scientific discourse of community-based participatory research. *Health Communication*, 35(5), 616-627. doi:[10.1080/10410236.2019.1581409](https://doi.org/10.1080/10410236.2019.1581409)
- Hair, J., Ringle, C., **Gudergan, S.**, Fischer, A., Nitzi, C., & Menictas, C. (2019). Partial least squares structural equation modeling-based discrete choice modeling: An illustration in modeling retailer choice. *Business Research*, 12(1), 115-142. doi:[10.1007/s40685-018-0072-4](https://doi.org/10.1007/s40685-018-0072-4)
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- Rajabi, R., Boles, J., Brashear Alejandro, T., & **Sarin, S.** (2019). Revisiting and replicating the dominant logic on salesperson job satisfaction, organizational commitment, and turnover. *Journal of Business Research, online*, 9 pages. doi:[10.1016/j.jbusres.2019.10.067](https://doi.org/10.1016/j.jbusres.2019.10.067)
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WHERE THE WORLD IS GOING
TE AHUNGA O TE AO

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ANNUAL REPORT

2020



THE UNIVERSITY OF
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**WAIKATO
MANAGEMENT SCHOOL**
TE RAUPAPA

A note from our Director

Tēnā koutou katoa,

COVID-19 dominated 2020, but despite border restrictions and other challenges, our researchers were able to complete key projects and NZIBR continued to host a series of successful international events. Where possible, we link our research with international stakeholders to amplify impact. For example, in February, we hosted the Ministry of Science and Technology (MOST) Taiwan, to explore research collaboration opportunities related to the Āmiomio Aotearoa (Circular Economy) research programme. We also connect with international experts to stay current on research methods and disciplinary advances. For example, we hosted Professor Jeremy Short (University of Oklahoma) and Assistant Professor Aaron Anglin (Texas Christian University) for a Computer-Aided Text Analysis workshop.

Our externally funded research ranges from global clients, like Professor Riccardo Scarpa's work with the Centre for International Economics, to national clients, for example, Professor Frank Scrimgeour's research for the New Zealand Road Transport Forum.

Our focus is to enable and facilitate transdisciplinary research as our joint events with the Artificial Intelligence Institute and the Environmental Research Institute demonstrate. In addition, our training programmes, such as the leadership training conducted in partnership with Community Enterprise Leadership Foundation (CELF), is an important part of our work.

Next year, in 2021, NZIBR celebrates its 10-year anniversary. We plan to celebrate the accomplishments of the last decade and articulate a vision for NZIBR for the next ten years. Our work will include integration of the recommendations from the Racism Taskforce to ensure Mātauranga Māori is thoughtfully and respectfully woven into all our activities.

NZIBR is the source for independent analysis and insights into issues impacting New Zealand and global business, government and society. An overview of our key research activities and accomplishments are provided in this 2020 annual research report.



Associate Professor Eva Collins
Director, NZIBR

Our vision and mission

At the New Zealand Institute for Business Research (NZIBR), our business is adding value to your business or organisation.

NZIBR draws on the expertise of leading scholars from the University's Waikato Management School and across the University to deliver research projects of high value to the business community and wider society that will help drive long-term sustainability and shareholder value.

We work with industry, government agencies and other organisations to enhance their performance, productivity, and sustainable business.

Public policy projects are also an important part of our work programme. Our people have a wealth of knowledge in areas ranging from economic impact analysis, strategy and leadership, to marketing, innovation and entrepreneurship.

We publish high quality research in both professional outlets and in academic journals.

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Table of contents

	Page
Staffing	4
The year in perspective	5
BUU China-NZ tourism research unit	9
Short-term training programmes	10
Research stories and case studies	11
Externally-funded research and training programmes	14
Research publications	16

Staffing



Associate Professor Eva Collins
Director



Professor Les Oxley
Co-Director, Responsible & Sustainable Management Unit



Professor Juliet Roper
Co-Director, Responsible & Sustainable Management Unit



Professor Shikhar Sarin
Co-Director, Enterprise Innovation Unit



Professor Siggi Gudergan
Co-Director, Enterprise Innovation Unit



Dr Maree Roche
Co-Director, Leadership Unit



Associate Professor Peter Sun
Co-Director, Leadership Unit



Dr Vijay Kumar
Research Fellow



Amanda Wilson
Research Administrator

Associate Researchers

All Management School staff and those from other Faculties who are involved in externally funded research projects and consultancies administered through NZIBR are considered to be associate researchers within NZIBR.

In 2020, the main contributors were: Dr Anna Strutt - Professor of Economics; Dr Frank Scrimgeour - Professor of Economics; Dr John Oetzel - Professor of Management Communication; Dr Michael Cameron – Associate Professor in Economics; Dr Ricardo Scarpa - Professor of Economics; Dr Susan Olivia - Senior Lecturer in Economics; Dr John Gibson – Professor of Economics

Furthermore, Co-Directors, Associate Professor Peter Sun and Dr Maree Roche (Leadership Unit) and Professor Les Oxley (Responsible and Sustainable Unit) also procured externally funded projects.

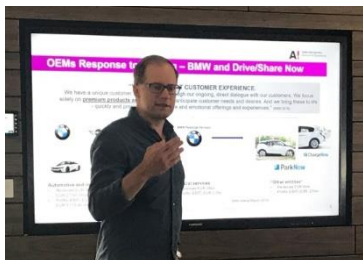
The year in perspective

NZIBR delivered and/or sponsored many successful events, seminars, workshops and collaborations in 2020. An overview of the Institute's key research activities and accomplishments are provided below.



NZIBR and Circular Economy hosts international delegation MOST

NZIBR hosted a delegation from Project Promotion Office for Development of High-Value Added Materials and Technologies from Waste and Renewable Resources in Circular Economy, Ministry of Science and Technology (MOST), Taiwan to explore research collaboration opportunities related to the circular economy. The meeting was held at Waikato Management School, hosted by the University's Āmiomio Aotearoa (Circular Economy) research team, and several discussions were held around high value products from waste recycling, key materials and techniques for circular process.



How peer-to-peer asset sharing services promote product purchase

Tomas Falk, Professor of Marketing, University of Mannheim, conducted a well-received presentation "*Buying to share: How peer-to-peer asset sharing services promote product purchase*" at Waikato Management School. His research presented positive links on how peer-to-peer asset sharing services promote and influence product purchase. He argued that people share houses so why not other commodities such as vehicles? Retailers may in future need to re-evaluate their message and incorporate peer-to-peer selling as part of their product campaign.

The Boundaries of Professional Expertise in Advertising and Marketing

Douglas West, Professor of Marketing – Kings College London, presented '*The Boundaries of Professional Expertise in Advertising and Marketing*'. From a professional perspective the findings suggest that organisations would save resources (principally time and budget) by delegating selective tasks to junior executives.

A double-presentation on two diverse topics

Gregor Gall, Professor of Industrial Relations – University of Glasgow, University of Leeds, presented two research topics. His first presentation ‘Sex Workers: The struggle to establish collective identity and interest’ centred on the importance of unionising and decriminalising workers. His second presentation ‘The Torrid Troika: The importance of studying power, ideology and material interest in work and employment’ was also well received.



Computer-Aided Text Analysis Workshop

Waikato Management School and the New Zealand Institute for Business Research provided an outstanding opportunity for scholars across a range of disciplines who are interested in utilising text data, with two very engaging scholars, Professor Jeremy Short (University of Oklahoma) and Assistant Professor Aaron Anglin (Texas Christian University).

The objective of this workshop was to demonstrate how to practically extract meaning from text using the Computer-aided Text (CATA) method applied to management research.

WMS and the Department of Computer Science: Workshop collaboration

Academics from the Department of Computer Science and WMS took part in a half-day workshop hosted by NZIBR and TEC Entrepreneurial Universities Initiative: Real-Time Analytics of Big Data? The purpose of this workshop is to create a networking platform and partnership on a research programme funded by TEC: Entrepreneurial Universities.

Professor Bernhard Pfahringer and Professor Albert Bifet from Computer Science, gave interesting presentations on Machine Learning technology, Big Data and AI applications in management. This was followed by group discussions around data decision making and culture and how AI is applied to human behaviour and environment sustainability.





Product market competition, platform business model and firm performance

Dr Shivendu Pratap Singh, WMS Lecturer in Digital Business, gave a compelling talk on Product market competition, platform business model and firm performance. He focused on the impact of product market volatility on firms' performance and explore the platform business model as a strategic business choice to avoid/mitigate such effects. He also discussed how firms adopting the platform business model, as part of their business strategy, not only perform better overall but also mitigate the adverse effects of product volatility better.



Beyond surveys and interviews: Using think-aloud protocols for research

Dr Antoine Gilbert-Saad, WMS Lecturer in Innovation and Strategy, discussed ways think-aloud protocols provide a validated approach to elicit verbal reports that capture a participant's thoughts, actions, and feelings. Antoine introduced the method and its development, presented potential applications, and familiarised participants with the steps involved in the process. An interesting example was used where a participant was observed on peeling an apple and actions verbalised.

A collaboration with cross-disciplinary researchers: Introductions and opportunities

An interactive workshop was initiated between NZIBR and Environmental Research Institute. Cross-disciplinary researchers from WMS and ERI enjoyed the opportunity to collaborate and discuss their research and research interests in what was a fast-paced, energetic event!





In Pursuit of Relevance: Engaged scholarship in entrepreneurship and small business research

Dr Jonathan M. Scott, WMS Senior Lecturer in Strategic Management – Tauranga, discussed the effectiveness of *engaged scholarship approaches* and how this process enables management scholars to engage with small businesses and entrepreneurs. The effectiveness of this approach was discussed by addressing two key questions, namely how do universities (or business schools) engage with small firms and secondly, what are the implications of such engagement for their business?



Measuring public sentiments using artificial intelligence: A five-country analysis of public perceptions of entrepreneurship

Dr Amanda J. Williamson, WMS Lecturer in Innovation and Strategy, presented her latest research in AI which can help illuminate change in meaning and perceptions.

In this presentation, Amanda introduced an AI approach (word embeddings) that captures meaning in large volumes of text data, and shared preliminary results on how “entrepreneurship” has changed over 20 years in five countries (NZ, USA, CA, AU, IE, UK). These results indicate that gender bias in language is reducing in relation to entrepreneurship. Moreover, entrepreneurship’s association with other words is shifting over time. Entrepreneurship is moving away from government and *complexity*, and towards *social* words and *crowdfunding*. Finally, the language surrounding entrepreneurship differs between countries

BUU China-NZ tourism research unit

The BUU China-New Zealand Tourism Research Unit has been funded by Beijing Union University since 2020.

The purpose of the funding is to permit Professor Christopher Ryan to work with colleagues located in China, including colleagues at Beijing Union University to undertake research in China pertaining in tourism, support research contracts (Beijing University), to aid post-graduate students at both universities to undertake research; produce research articles in conjunction with those colleagues and help introduce Chinese scholarship to a western audience by publishing in well regarded (preferably SSCI) journals; and, to edit and publish articles of global interest in *Tourism Critique: Practice and Theory*



In 2020 tourism research at WMS was globally ranked 38th by the Shanghai University Rankings in the field of tourism and hospitality research and teaching.

Professor Li Yanqin from Minzu University of the Nationalities and Associate Professor Nicole Zhou from Zhejiang International Studies University spent some time in Waikato before being able to return to China. Both were involved in visits to Whakawhakawera Village in Rotorua and collected various sets of data. It is still an intention to develop a paper arising from these data.



Short training programmes

CELF Elevate Programme

The Community and Enterprise Leadership Foundation (CELF), in partnership with the University of Waikato, Management School delivers the Elevate leadership programme.

This is a practical leadership programme that requires 18 days of participation over eight months for a selected cohort of up to 22 participants. The programme ensures balanced participation from all sectors (public, business, Not-For-Profit, and Charitable Trusts) with an equal mix from For-Purpose and For-Profit organisations.

Together this diverse group of established leaders embarks on a life changing leadership journey, where individual leadership is considered and nourished, and diverse and cross sector connections are forged.

As a way to acknowledge leadership in a year of exceptions CELF Leadership Week was born.

In November, the final sessions for Class of 2020 were completed, a Tira Hoe (waka journey) with Alumni and the Class of 2020 cohort from Turangawaewae to Huntly and graduation celebrations where the presentation of the inaugural CELF Alumni Leader of the Year to Rachel Karalus was made.



The reputation and recognition of the Elevate Leadership Programme continues to grow. A recent UoW research project, funded by the WEL Energy Trust - Responsible Leadership Capital - Broadening Insights on Leadership Development validated the anecdotal evidence of the impacts of CELF's Elevate Leadership Programme for the individual, organisations and the community, identifying four dimensions of leadership capital: responsible human capital, spiritual capital, responsible social capital, and reputational capital.

With nearly 100 CELF Alumni in our community we are seeing the benefits of connectedness, through collaboration, communication and commitment.



“Over a tumultuous year, we have clearly seen the impact and importance of leadership, where our lives and livelihoods have been significantly impacted. CELF remains committed to growing leadership capability in the Waikato to support a stronger region from a social, environmental, cultural and economic perspective” - Associate Professor Peter Sun, Co-Director of NZIBR's Leadership Unit and a Trustee of the Community & Enterprise Leadership Foundation.

Research stories and case studies

Direct and indirect effects of Covid-19 on life expectancy and poverty in Indonesia



The spread of the Coronavirus and the threat of the associated disease (Covid-19) has resulted in an unprecedented set of economic and public health responses in Indonesia and elsewhere.

In a recent study funded by *The Australian National University*, WMS economists, **Professor John Gibson and Dr Susan Olivia**, analyse direct and indirect effects of Covid-19 and economic responses on life expectancy and poverty in Indonesia.

These two outcomes are viewed as indicators of the quantity and the quality of life. The analysis is partly motivated by a concern that current actions to reduce Covid-19 related deaths and morbidity may indirectly cause more deaths in future, due to a reduction in economic activity that is so great that lower future incomes reduce lower life expectancy below what it otherwise would have been.



Our analysis shows that the indirect effects on life expectancy, that operate through lower future income, exceed the direct effects of Covid-19 related deaths by at least five orders of magnitude. The reduction in long-run real income due to the Covid-19 shock may reduce life expectancy by up to 1.7 years, compared to what could otherwise be expected. In contrast, even if the Covid-19 death toll was 40-times worse, the direct effect is that life expectancy would fall by just two days. Given this imbalance between direct and indirect effects, any interventions to reduce the risk of Covid-19 must be finely targeted and must be mindful of the indirect effects. Otherwise, actions to prevent deaths from Covid-19 may end up doing more damage than good, by indirectly reducing life expectancy through lower future incomes.

Our analysis of the geographic pattern of poverty effects that is based on almost real-time mobility data is one example of how targeted interventions that are less fiscally costly might be developed. Such interventions should pose less of a burden to future growth and so may help to reduce the indirect effects of the Covid-19 shock. We also find that the effects of Covid-19 on poverty is spatially heterogeneous in Indonesia and the increase in poverty is especially higher in provinces that had lower initial poverty rates. This finding suggesting there is a need to broadening social assistance programs to cover not only the existing poor but also the new poor. While the Government of Indonesia has taken steps to mitigate the effects of Covid-19 on the poor, a lack of reliable data has caused the risk of mis-targeting as well as delays in the distribution of social assistance to eligible. The implication is that now may be an opportune time for government to evaluate the need to update and invest in innovative data collection methods on the poor for targeting purposes.

Waikato Projections in light of COVID

Michael Cameron, Associate Professor in Economics – WMS, one of New Zealand's leading experts in population projections methodology, was sponsored by three local councils to investigate the projected demographic impact of the COVID-19, pandemic on the future populations of Hamilton City, Waikato District, and Waipā District.



The results provided an important input into the Long-Term Plan processes for each council, involving millions of dollars in council budgets.

AProf. Cameron found that the effect of the pandemic would be modest.

There was little evidence of an impact (either upward or downward) on fertility, and New Zealand's successful approach had prevented any discernible impact on mortality.

The main impact would arise from a lack of international migration flows in both directions. Over the previous few years prior to the pandemic, New Zealand had experienced among the highest net international migration flows on record, and migration has fallen by around 90 percent. However, once international borders re-open, a backlog of visa holders will likely want to come to New Zealand, and New Zealand has lost none of its attractiveness as a migrant destination. Coupled with a robust economy, it seems likely that New Zealand will return to high net international migration, albeit unlikely to be as high as before.

The net outcome on the populations of Hamilton, Waikato, and Waipā is somewhat slower population growth in the near term. More recent work of AProf. Cameron, based on 2018 Census data and a newly-developed population projections model, appears to corroborate this result.

Water consumption analysis in Italy: An in-depth survey on HERA SpA customers

HERA SpA is an Italian company engaged in the energy, water and environmental sectors. The company's core activity in the energy sector is distribution and sale of methane gas.

Riccardo Scarpa, Professor in Environmental Economics - WMS, cooperated with *REF-Ricerche*, a Milan-based consultancy specialising in water utility analysis, to develop a nation-wide survey to study water customer satisfaction across Italy.



The survey employed methods inspired by behavioural economics and elicited consumer preferences to obtain estimates of willingness to pay for service improvement and willingness to accept compensation for service worsening.

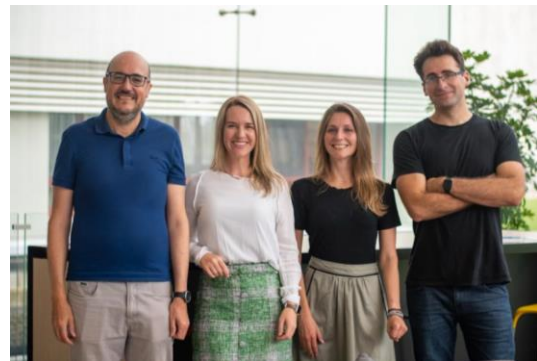
This study will inform Italian policymakers in tailoring policies to the effect of making water services level converge across water service districts. The results of the survey were very well received as this was the first nation-wide exploration of this type.

As a secondary goal, the survey also explored the depth of understanding Italian water customers have of the recent system of governance of the residential water supply system. Levels of perceived satisfaction were then crossed with the internal water industry performance indicators, to explore whether they correlate in a meaningful manner. Finally, the components behind the construction of a sustainable tariff (environmental, social and economic) were explored.

Unsurprisingly, gain-loss asymmetry was confirmed by the data. Furthermore, a low level of information about the local water service management companies was uncovered, thereby motivating the strong need for an information campaign at the district level.

Social-oriented language on Artificial Intelligence Research

The importance of social enterprises for addressing grand challenges is receiving increased recognition. Yet little is known about how to measure an enterprise's level of social and environmental orientation from their communication, nor when such language helps or harms social enterprise performance.



Professor Bifet, established a collaboration between the AI Institute and Waikato Management School to begin shedding new light on this topic through the application of AI, with support of a competitive Entrepreneurial Universities funded summer internship.

Summer Intern and Graduate student, Eve Mann, with the supervision of Dr Amanda J Williamson, Professor Albert Bifet and assistance from Dr Heitor Murilo Gomes, drew on artificial intelligence to design an initial measure of socially and environmentally oriented language.

The measure employs 12,000 pages of text on social-environment topics, to classify how close this language matches the “about us” pages of corporate websites. The results of the research are being processed, and are poised to open many opportunities for its application. The team plans to utilize the measure to examine under what conditions socio-ecological language positively (and negatively) relates to firm performance. This research has the potential to break important ground in ecological and social enterprise research, by providing scholars with a state-of-the-art natural language processing tool for measuring social and environmental language that cannot be measured with traditional approaches. The team welcomes expressions of interest to extend this methodology into different contexts.

Externally-funded research and training programmes

In 2020, NZIBR generated total revenue of **\$240K¹** from externally-funded projects and short-term training programmes. A brief overview of each project and programme is listed below.

EXTERNALLY FUNDED PROJECTS

INTERNATIONAL PROJECTS

Project Period	Principal Investigator	Name of Project	Sponsor	Revenue in 2020 (NZ\$)
2020	Professor Ric Scarpa	Peer Review – Australian Building Codes Board stated preference research	Centre for International Economics (CIE)	\$6,250
2020	Professor John Gibson & Dr Susan Olivia	Research article on the economic dimensions of COVID-19 in Indonesia	The Australian National University (ANU)	\$10,800

DOMESTIC PROJECTS

Project Period	Principal Investigator	Name of Project	Sponsor	Revenue in 2020 (NZ\$)
2017 - 2020	Professor Riccardo Scarpa	Waikato and Waipā River Catchments submissions and hearing process – Healthy Rivers	Waikato Regional Council	\$30,400
2020	Professor Frank Scrimgeour	New Zealand Operator Comparison	Road Transport Forum NZ	\$26,000
2020	Professor Les Oxley	Ageing Well	Otago University	\$3118
2020	Assoc. Professor Michael Cameron	Population projections post COVID-19	Hamilton City Council	\$4,500
2020	Assoc. Professor Michael Cameron	Interim update to Waipā population	Waipā District Council	\$4,500
2020	Assoc. Professor Michael Cameron	Interim update to Waikato population	Waikato District Council	\$4,500
2020	Professor Frank Scrimgeour	Rural Zone Technical Expert – Agri Economist	Waikato District Council	\$19,075
2020	Professor Riccardo Scarpa	Peer Review of scenario work for Healthy Rivers	Waikato Regional Council	\$1,200

¹ The total revenue will not match the total revenue of listed projects as some projects are confidential

2020	Assoc. Professor Maree Roche	Totorā Rangitāria Leadership Development Webinar	NZ Defence Force	\$1,980
2020	Professor Frank Scrimgeour	Peer review of survey module "Financial services: Conduct and culture survey)	AskYourTeam	\$1,500

SHORT-TERM TRAINING PROGRAMMES

In 2020 NZIBR conducted the following short-term training programme over 8 months and generated an overall revenue of approximately **\$75k**

Year	Programme Director	Name of Project	Sponsor
2020	Professor Peter Sun	CELF Elevate Programme	Community & Enterprise Leadership Foundation

Examples of research publications

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THE UNIVERSITY OF
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NZIBR ANNUAL REPORT 2021



A note from the NZIBR team

Tēnā koutou katoa,

NZIBR celebrated its 10-year anniversary in 2021. Although COVID-19 curtailed some of our activities, we have learned to pivot and improvise to deliver research outcomes, host events and provide training while under COVID constraints. For example, the BUU China-NZ tourism research unit, led by Professor Chris Ryan, was not able to facilitate the physical exchange of staff, but active on-line communication was continued on WeChat, Zoom, and email.

All Management School staff and those from other Divisions who are involved in externally funded research projects and consultancies administered through NZIBR are considered to be associate researchers within NZIBR. Our clients range from private companies such as our partnership with AskYourTeam or government agencies such as the Commerce Commission.

Looking forward to 2022, we will align the work of NZIBR with the newly adopted WMS strategy (2022-2026) with the purpose of empowering people to grow thriving businesses, a thriving society and a thriving world.

NZIBR is the source for independent analysis and insights into issues impacting New Zealand and global business, government and society. An overview of our key research activities and accomplishments are provided in this 2021 annual report.



Professor Eva Collins
Director, NZIBR



Dr Vijay Kumar
Senior Research Fellow, NZIBR



Amanda Wilson
Administrator, NZIBR

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Table of contents

	Page
The year in perspective	4
BUU China-NZ tourism research unit	8
Short-term training programmes	10
Published research and case studies	12
Externally-funded research and training programmes	17
Examples of research publications	19

The year in perspective

NZIBR delivered and/or sponsored many successful events, seminars, workshops and collaborations in 2021. An overview of the Institute's key research activities and accomplishments are provided below.



In Action Comes Hope: Climate change and sustainable citizenship

The University of Waikato hosted an inspirational evening of discussion around the theme of sustainable citizenship, led by two of our leading professors, Debashish Munshi (Waikato Management School) and Priya Kurian (School of Social Sciences).

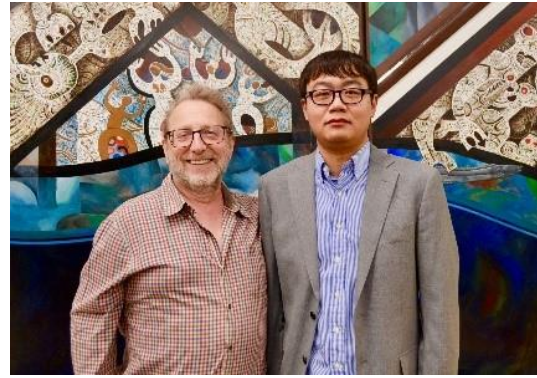
Featuring their latest books, *Public Relations and Sustainable Citizenship: Representing the Unrepresented* (2021), and *Climate Futures: Re-imagining Global Climate Justice* (2019), the evening re-imagined public relations as an "instrument of sustainable citizenship" by outlining how resistance movements seek to change the status quo of a world that is increasingly defined by exploitation, overconsumption, sectarianism, and faux nationalism.

Following the talk, an interactive panel discussion featuring guest speakers Heather Claycomb, Director of the public relations firm HMC Communications, Sandy Morrison, Acting Dean of the Faculty of Māori and Indigenous Studies, Jennifer Nickel, an elected Waikato Regional Councillor, who chairs the council's climate action committee, and Kemi Hughes, who is completing her PhD in climate change law and sustainable development.



Strange Times in Financial Markets: Covid-19, Cryptocurrencies and Negative Oil Futures Prices

Commemorating his WMS 2021 Early Career Researcher award, **Dr Yang Hu** gave a public lecture on his current research titled '*Strange Times in Financial Markets: Covid-19, Cryptocurrencies and Negative Oil Futures Prices*'.



As part of a research team, Dr Hu has examined the role of cryptocurrency as a safe-haven during the Covid-19 pandemic, when large capital value cryptocurrencies acted as a store of value during this period of exceptional financial market stress. More recently, the research team also investigated the behaviour of Elon Musk in relation to the cryptocurrency Dogecoin. Their research shows that Elon Musk's tweets significantly affected the stability and volatility of Dogecoin.

Can Blockchain be an enabler for implementing the UNEP-FI-sponsored Principles of Responsible Banking?

In an online presentation, international guest **Professor Paul Griffiths - EM Normandie Business School** spoke of the *Principles for Responsible Banking (PRB)* showcasing how blockchain could contribute to achieving their implementation.

Main findings shed light on the importance of transparency, trust and the involvement of all stakeholders for the implementation of Blockchain solutions within banks. However, some barriers are raised such as the energy consumption of Blockchain, the misunderstanding and need for education on this disruptive technology, and the quality of data.



Bringing supply chain strategy to life with a homegrown case study

Dr Nadia Trent is a Senior Lecturer in Supply Chain Management at Waikato Management School and her research focuses on the resilience of national and global supply chain systems and how these systems affect quality of life and equity within communities.

To create industry-relevant graduates, it is essential to connect our teaching practice to real life scenarios. Using case studies is one way of doing that. There is no shortage of case study

material out there, but there are at least two benefits in publishing and using case studies that have been homegrown in the Waikato Management School.

Firstly, as educators we are more connected to the cases we were involved in and can teach with more authority from that position. We also have the opportunity to customise case studies that achieve our specific learning objectives instead of retrofitting someone else's case study.

Secondly, publishing case studies on widely accessed platforms is a fantastic way to market our school's connection with industry.

Dr Trent presented the process she and Dr Cécile L'Hermitte underwent to create and use a homegrown case study that spans both supply chain strategy and humanitarian logistics. So far, they have used the case study in an MBA paper and are now working on a draft to send to SAGE Business Cases for publication.

An introduction to the Blue/Green Nexus Research Unit

The workshop was coordinated by **Shane Stuart**, Innovation Manager Bay of Plenty, which is a joint position between the University and Priority One (the economic development organisation for Tauranga and the Western Bay of Plenty). Those who attended were most relevant to people who are active in research relating to the horticulture and aquaculture sectors, and with Bay of Plenty stakeholders.



The proposed unit has the working title of 'Blue/Green Nexus' and would be focussed on research and related activity supporting high value solutions in horticulture and aquaculture industries, environments and value chains.

NZIBR – What it is and why should I care?

The New Zealand Institute for Business Research (NZIBR) hosted a one-hour informal panel discussion on what NZIBR is and how academic staff can be supported with external research. PVC Matt Bolger shared his vision for NZIBR and Professor John Gibson and Assoc. Professor Maree Roche shared first-hand how they have benefitted from the services provided by the Institute.

Keeping goods moving in the wake of a major earthquake

Dr Cécile L'Hermitte is a senior lecturer in Supply Chain Management at the University of Waikato. Her research focuses on logistics operations in the aftermath of a disaster.



Natural hazards disrupt pre-existing transport networks and the deliveries of goods needed by businesses and individuals. When the infrastructure damage is significant, re-establishing critical connections may not be an option in the short term. To ensure the continuity of their supply chains, businesses need to swiftly adjust their freight operations across routes and transport modes.

Since New Zealand is prone to natural hazards, supply chain disruptions are to be expected. It is not a question of if, but when. However, little is known about the ability of the New Zealand freight system to adapt and recover when parts of the transport network fail.

Cécile presented her recent qualitative research work investigating the freight disruptions caused by the 2016 Kaikōura earthquake and the subsequent implementation of alternative transport arrangements.

BUU China-NZ tourism research unit



The BUU China-New Zealand Tourism Research Unit has been funded by Beijing Union University since 2020.

The purpose of the funding is to permit Professor Christopher Ryan to work with colleagues located in China, including colleagues at Beijing Union University to undertake research in China pertaining in tourism, support research contracts (Beijing University), to aid post-graduate students at both universities to undertake research; produce research articles in conjunction with those colleagues and help introduce Chinese scholarship to a western audience by publishing in well regarded (preferably SSCI) journals; and, to edit and publish articles of global interest in *Tourism Critique: Practice and Theory*

While no physical exchange of staff was possible, active on-line communication was continued on WeChat, Zoom, and email. Our partners through Associate Professor Zhang Xiaoyu (who gained her master's and doctoral degrees from WMS) renewed research contracts with the Fuxi Taohao Mausoleum in Henan and Danguanyuan in Beijing. The first academic publications from those contracts are beginning to emerge, while we have also been able to help master's students in China. The strength of belief in traditional folk belief systems is demonstrated in the attach video that shows people waiting to enter the grounds of the Mausoleum during one of the festivals. Members of the unit hold honorary advisory positions for the Mausoleum and hence advice on tourism issues not only for the Mausoleum but also wide developments in Huaiyang. The town is reinventing itself in the last three years with a massive investment in moving people into new accommodation and refurbishing the old town as a historic tourism destination.



Photograph (left) show traffic congestion caused by pilgrims and tourists arrive to attend a festival at the Mausoleum, while photograph (right) shows the temple grounds made ready for yet another of the festivals.

In addition, work was also undertaken with Professor Li Yanqin who spent the greater part of a year with us in 2019. She leads a research programme at the Minzu University of the Ethnic Nationalities in Beijing, and Professor Ryan has been providing some lectures to her doctoral students and aiding in the analysis of data collected over a period of a decade at the Russian speaking minority area in Shiwei, a small agricultural community in Inner Mongolia. The conceptualisation being developed relates to social changes as measured through place attachment theory with temporal, inter-generational and cognitive dissonance. A paper is being rewritten for submission to a journal by Professor Ryan.

With former doctoral students Jin Yi and Professor Satin Huang of Shangdong University Chris has also been involved with research using eye tracking technology at one of the exhibitions in the University. After some false starts the research was rewritten and has been accepted for publication in *Tourism Management Perspectives*, a well-regarded tourism journal with a SSCI Impact factor of 6.7.

China has been following a COVID extermination policy but continues to struggle to succeed and international travel is significantly curtailed. This has meant some projects have been delayed, most notably with colleagues in Xi'an and in Hainan, both of whom have close connections with WMS through past WMS doctoral students occupying Professorial positions or similar status in academia or the private sector, and/or WMS having hosted academic staff. These relationships are of importance and also continue to create opportunities for our own master's students. In some instances, some agree to act as second assessors for master's degree dissertations and thus help to relieve pressure on WMS tourism staff.

In that sense we would wish to express our best wishes to Dr Zhang Yingsha who left WMS in late 2021 having accepted an Associate Professor's post at Sun Yat-sen University, certainly one of China's leading management and tourism universities. Another of our former doctoral students, Gao Jun, also obtained an Associate Professor's post at Sun Yat-sen University, thereby strengthening our relationship and renewing Waikato's MOU with SYSU.

Short training programmes

CELF Elevate Programme

After the graduation of the Class of 2021 in February 2022, CELF has 114 Alumni of the Elevate Leadership Programme in our community, continuing the expansion of the ripple effect and the impact these leaders have in the Waikato.

Elevate brings together established leaders from across multiple organisations and sectors (for profit, for purpose and public) to increase the elevation and social impact of all participants and their communities. The priority is to create a highly practical learning environment, which is pragmatic, action-oriented and supported by academic and subject matter experts.

Learnings are enhanced by interaction with industry and sector leaders in their own environments, providing context and relevance where conversation and perspective sharing builds knowledge and connection.

The Class of 2021 began their leadership journey in April 2021 at Waikato-Tainui Endowed College at Hopuhopu. A fitting place to begin their leadership journey. At the conclusion of the programme, the Class returns to Hopuhopu, after a tira hoe down the Waikato River, providing opportunity to reflect on their learnings, their time together and their future.



Online sessions complemented the programme stimulating robust conversation and thought leadership. A standout was a session hosted by Eva Collins & Matt Bolger on the topic of sustainability and leadership.

Workshops further supplemented learnings and insights and provided Alumni and the Class of 2021 valuable connection; an example: Patrick Lencioni's team genius. One of this year's cohort summed up her experience of CELF when asked what three words would describe the ELEVATE Leadership Programme: Reflective | Enlightening | Relevant.

The University of Waikato, Waikato Management School reconfirmed and strengthened the partnership with CELF, committing to the ongoing support of programme delivery, the resource of a programme director to work with the CELF team and the opportunity for graduates to access credits to contribute to an MBA.

Dr Peter Sun's significant contribution to the CELF programme and to leadership research was recognised this year by the WMS. We welcomed Prof. Brad Jackson, who has had a long affiliation and with the programme as Programme Director for the Class of 2022.



"It has been another incredible experience to guide this cohort on their leadership journey. COVID continued to impact every aspect of our lives locally, nationally, and globally. Leaders and their leadership are critical if we are to grow capability in the Waikato and it is imperative leaders continue to grow their leadership capital, social, human, spiritual and reputational".

Published research and case studies



Market study into the retail grocery sector and consumer decision-making

Dr Steven Tucker | Associate Professor of Economics
Dr Michael Cameron | Associate Professor of Economics

Groceries are an essential purchase for all consumers as well as a major expense for most households. In the year to December 2020, more than \$22 billion was spent at supermarkets and grocery stores. In the year to June 2019, food was the second largest expense for New Zealand households, with an average spend of \$234 a week.

The Commerce Commission commissioned NZIBR to conduct research into how complexity affects consumers' decision making. In particular, the Commission asked for research where the contexts would mimic as much as possible the decision making that consumers face when considering supermarket promotional schemes. This research fed into the Commission's market study into the grocery sector.

The research was conducted using laboratory experiments conducted in the Waikato Experimental Economics Laboratory (WEEL) at the University of Waikato. Specifically, this research looked at how consumer purchasing decisions are influenced by the existence of multiple discounting schemes, and whether the existence of different schemes led to a reduction in consumer welfare compared to pricing with fewer, or no schemes. It also looked at whether displaying unit prices would mitigate any negative impacts on consumer welfare.

The study found that having multiple discounting schemes led to suboptimal decision making on the part of consumers. This could be interpreted as evidence for how difficult consumer decisions can be. Consumers find it difficult to identify the best choice. The difficulty of consumer decisions is compounded when the consumer is faced with a lot of complexity, such as when there are many different offers, with different pricing schemes, loyalty schemes, and options. That can lead consumers to make poor decisions, that leave them worse off. Reducing the complexity of consumer decision-making would likely lead to better outcomes.

The full report is available on the Commerce Commission website (see [here](#)).



The New Zealand Institute for Business Research (NZIBR) and AskYourTeam Partnership

AskYourTeam was established in 2014 as a new business empowerment practice providing insights and information for organisational leaders. It is trusted by organisations across New Zealand given its knowledge systems and analyses are based on evidence from robust academic and scholarly research. With over 14 million data points, AskYourTeam is one of the richest sources of business performance data in New Zealand.

The partnership between the New Zealand Institute for Business Research (NZIBR) and AskYourTeam started in 2014. At that time Associate Professor Asad Mohsin was Director of NZIBR. The relationship strengthened in 2015 when AskYourTeam contacted Professor Frank Scrimgeour to write blogs for AskYourTeam website. A number of blogs were written on different topics including leadership, performance management and social media. In late 2015, AskYourTeam and NZIBR signed a contract for a research project. The project was related to the validation of professional advice instruments of AskYourTeam. The project was successfully completed. Since then, on behalf of NZIBR, Professor Frank Scrimgeour and Dr Vijay Kumar has done more than ten research projects for AskYourTeam.

In 2019, NZIBR organised a one-day conference on the 'Future of Work'. The conference proved to be very successful over 150 paying delegates. AskYourTeam participated in the conference as a major sponsor. In the same year, NZIBR Director Associate Professor Eva Collins, Professor Frank Scrimgeour and Dr Vijay Kumar visited AskYourTeam Head Office in Havelock North to strengthen the partnership and to explore the possibilities of using AskYourTeam database for student projects and academic research.

Recently **Professor Frank Scrimgeour, Dr Vijay Kumar and Dr Nelwin Luo** completed a comprehensive research project for AskYourTeam. The project focused on the review of methodology and philosophy of AskYourTeam, the evaluation of base instrument and identification of the new themes that have emerged as a result of COVID-19 across major sectors in Australasia.

AskYourTeam is keen to continue to relationship with NZIBR. The AskYourTeam base instrument database contains more than 14 million datapoints from over 100,000 participants allowing validity and reliability analyses to be conducted. There is potential for NZIBR to do more work for AskYourTeam related to content and construction validation



Fertilizer expenditures in Philippines farms in Central Luzon

Dr Gazi Hassan | Senior Lecturer in Economics

The International Rice Research Institute (IRRI), based in Manila is an independent, non-profit, research and educational institute, founded in 1960 by the Ford and Rockefeller foundations with support from the Philippine government. The institute has offices in 17 rice-growing countries in Asia and Africa.

It is the world's premier research organisation dedicated to improving the health and welfare of those who depend on rice-based agri-food systems and contributing to the environmental sustainability of rice farming for future generations.

In March 2019, the Philippine government has promulgated a bill called the Rice Tariffication Law (RTL), which abandoned the quantitative restrictions on imports and replaced them with ad valorem tariffs. Today with RTL in place, there is more concern on how farmers would become more competitive in rice production in the face of lower prices of paddy.

The implications of the RTL on rice farmers are three-fold: 1) top farmers are already competitive and can continue to operate, but with lower profit in the short term due to lower farm prices, 2) mid-level farmers should be able to reduce production cost and increase income with suitable technological support and investment, and 3) less efficient farmers are unlikely to become competitive even with substantial government support.

Farmers under the third category may need to be transitioned out of rice production towards other higher value crops because they may lack capital for fertiliser. This project explores fertilizer use patterns using a unique panel data based on the Central Luzon Loop Survey collected by IRRI every 5 years since 1960. Since lack of working capital is considered as a major constraint for cultivating other crops, this project examines the impact of remittances which alleviates cash constraints of recipient households. The project's outputs were:

1. To explore a relationship between farm household total expenditure on fertilizer and overseas remittances inflow in the Philippines.
2. Create a database from the loop surveys in the Philippines, conducted in the wet and dry season every four to five years from 1966-67 to 2015-16.
3. The main finding is that remittances recipients' families invest more in fertilizer to enhance rice productivity.
4. The households with fertilizer expenditure in the mid-range tend to leverage the benefit of remittances the most.



How Collaborative Advantage Can Deliver Low Carbon Solutions

Professor Eva Collins | Associate Dean of Research & Postgraduate – WMS | Director of the New Zealand Institute for Business Research (NZIBR)

Collaborative advantage is the concept that a group acting collectively can deliver more than the sum of their parts. The importance of collaborative advantage is shown by its inclusion as the final United Nations' Sustainable Development Goal (SDG). Naming "Partnerships for the Goals" as a separate goal is a testament to the significance of collaboration, particularly for the type of systems change required by the other 16 SDGs.

Although forming collaborations is a powerful strategy to tackle complex problems such as climate change, it is notoriously difficult to implement in practice. Collaborations fail because of a lack of trust, competitive self-interest and failure to agree on shared objectives.

In May 2019, a group of stakeholders from the heavy transport sector was brought together by the Sustainable Business Council ([sbc.org.nz](https://www.sbc.org.nz)) to explore how to deliver low carbon solutions for the sector.

The group identified opportunities to transition the freight sector to net zero by 2050. Participants believed the ambitious goal could be achieved through true collaboration, sharing a vision, knowledge and resources.

The collaboration began in February 2020, completing its work in April 2021 with the launch of the Low Carbon Pathway Report (<https://www.sbc.org.nz/insights/2021/lowcarbon-freight-pathway>). The collaboration was documented so that the learnings could be shared to make future efforts more effective.

The researcher had access as an observer to all meetings and meeting documents. Collaboration participants were interviewed after the collaboration in November and December 2020 (before the report launch in April). Quotes in the report are from the collaboration participants.

The full report is available on the NZIBR website (see [here](#))



Impacts of Agricultural Domestic Supports on Developing Economies

Dr Anna Strutt | Professor of Economics

Agricultural price and trade policies were highly distortive of world food, feed and fibre markets in the latter half of the 20th century, but many reforms began in the 1980s and continued following the implementation over 1995-2004 of the Uruguay Round Agreement on Agriculture. Some import tariffs have since come down further, and export subsidies were outlawed by WTO members in 2015.

However, domestic support has replaced the assistance previously provided to farmers by tariff. Over the past 20 years, export subsidies have been largely abolished and import tariffs on farm products have fallen considerably, while domestic subsidies to farmers have more than doubled in OECD countries and are starting to emerge in emerging economies.

To inform discussions, the present study was commissioned by the New Zealand Ministry for Primary Industries. It seeks to estimate the impacts of agricultural domestic supports globally and in both farm-supporting countries and other – especially developing – economies. It does so by calibrating the database of the global economywide GTAP (Global Trade Analysis Project) model to 2019 and then simulating the removal of food and agricultural domestic supports globally.

The estimated impacts of globally removing domestic support are of course negative for supported farmers, who are primarily in Western Europe, Northeast Asia and South Asia, but they are positive for most farmers in the rest of the world (and for the global economy). Impacts vary across product groups, consistent with the considerable variations in levels of support across agricultural industries.

The global economic welfare benefit from removing all domestic support to farmers is conservatively estimated to be US\$4.7 billion per year. The most assisted farmers would be worse off if not compensated, but all other farmers would gain from higher output prices, including those in supporting countries who currently receive little or no support.

A side benefit of removing domestic supports is that it boosts government budgets in reforming countries. That allows society to re-purpose that spending to achieve more socially desirable objectives. Examples include investing in growth-enhancing rural public goods such as education, health, agricultural research, and transport and communication infrastructure. It could also include paying farmers for their provision of ecosystem services. Targeted income supplements fully decoupled from production, via generic social safety nets/trampolines, are another possible use of savings from removing distortionary domestic supports and instead reducing poverty and inequality directly.

The full report is available on the NZIBR website (see [here](#))

NZIBR gratefully acknowledges supporting researchers:

Kym Anderson | University of Adelaide, Adelaide and Australian National University, Canberra, Australia
Erwin Corong | Center for Global Trade Analysis, Purdue University, West Lafayette IN, United States.
Ernesto Valenzuela | Federation University, Berwick, Victoria, Australia

Externally-funded research and training programmes

In 2021, NZIBR generated total revenue of **\$230K¹** from externally-funded projects and short-term training programmes. A brief overview of each project and programme is listed below.

EXTERNALLY FUNDED PROJECTS

INTERNATIONAL PROJECTS

Project Period	Principal Investigator	Name of Project	Sponsor	Revenue in 2021 (NZ\$)
2021	Dr Gazi Hassan	IRRI Impact Evaluation, policy and fore sighting unit	International Rice Research Institute (IRRI)	\$10,450
2021	Professor Ric Scarpa	Demand analysis of energy customers (AIM)	University of Padua - Dipartimento TESAF	\$16,835
2021	Professor Ric Scarpa	Relationship analysis between perception of the "Verified Quality" system & consumer choices	University of Padua	\$8,583
2021 – 2022	Professor John Gibson	Urbanisation and rural poverty reduction in Indonesia (project cont. in 2022)	Asian Development Bank	\$8,900

DOMESTIC PROJECTS

Project Period	Principal Investigator	Name of Project	Sponsor	Revenue in 2020 (NZ\$)
2021	Professor Ric Scarpa	Project review of the decision versions of WRC Healthy Rivers Wai Ora process	Waikato Regional Council	\$4,400
2021	Professor Frank Scrimgeour and Dr Vijay Kumar	Evaluation of data collection instruments of AskYourTeam	AskYourTeam	\$20,000
2021	Professor Frank Scrimgeour	He Waka Eke Noa Pan-sector Modelling Peer Review	Beef+Lamb NZ	\$4,800
2021	Professor Frank Scrimgeour	Evaluation of data collection of Fieldays 2021	Fieldays	\$16,000

¹ The total revenue will not match the total revenue of listed projects as some projects are confidential

2021	Assoc. Professor Steven Tucker and Assoc. Professor Michael Cameron	Understanding the effects of consumer decision making when considering supermarket promotional schemes	Commerce Commission New Zealand (CCNZ)	\$38,610
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SHORT-TERM TRAINING PROGRAMMES

In 2021 NZIBR supported the following short-term training programme over 8 months and generated an overall revenue of approximately **\$35k**

Year	Programme Director	Name of Project	Sponsor
2021	Assoc.Professor Peter Sun	CELF Elevate Programme	Community & Enterprise Leadership Foundation

Examples of research publications

AFTAB A; AHMED A; **SCARPA R** (2021). Farm households' perception of weather change and flood adaptations in northern Pakistan. *Ecological Economics*, 182

CAMERON M; DUNSTAN K; COOK L (2021) The development of uncertainty in national and subnational population projections: A New Zealand perspective, *Labor Markets, Migration, and Mobility: Essays in Honor of Jacques Poot*, Springer, pp.197-217

Chen, Z., Ryan, C., Zhang, Z (2021) Transgenerational place attachment in a New Zealand seaside destination. *Tourism Management*. 82, 104196

CORBET S; **HOU Y**; **HU Y**; **OXLEY L** (2021) An analysis of investor behaviour and information flows surrounding the negative WTI oil price futures event, *Energy Economics*, 104

CORBET S; **HOU Y**; **HU Y**; LARKIN C; LUCEY B; **OXLEY L** (2021) Cryptocurrency liquidity and volatility interrelationships during the COVID-19 pandemic, *Finance Research Letters*, online

GIBSON J; BAILEY RL (2021) Seasonal labor mobility in the pacific: Past impacts, future prospects, *Asian Development Review*, 38(1): 1-31

GIBSON J; **OLIVIA S**; **BOE-GIBSON G**; LI C (2021) Which night lights data should we use in economics, and where? *Journal of Development Economics*, 149

GINOSSAR T; DIAZ FUENTES C; **OETZEL J** (2020). Understanding willingness to participate in cancer clinical trials among patients and caregivers attending a minority-serving academic cancer center. *Journal of Cancer Education*, online, 9 pages

GOH S; **RYAN C**; FAISAL A; QI H (2021) Mega events, disruptions, and arts entrepreneurs: Reconceptualising the creative transformation of urban spaces, *Annals of Tourism Research*, online

HASAN I; **HASSAN G**; KIM SJ; WU E (2021) The real impact of ratings-based capital rules on the finance-growth rates, *International Review of Financial Analysis*, 73

HEWA WELLALAGE N; BOUBAKER S; HUNJRA AI; VERHOEVEN P (2021) The gender gap in access to finance: Evidence from the COVID-19 pandemic, *Finance Research Letters*, online

HEWA WELLALAGE N; **KUMAR V**; HUNJRA A; AL-FARYAN M (2021) Environmental performance and firm financing during COVID-19 outbreaks: Evidence from SMEs, *Finance Research Letters*, online

KEMPSTER S; **JACKSON B** (2021) Leadership for what, why, for whom and where? A responsibility perspective, *Journal of Change Management*, 21(1): 45-65

LAM IKV; **RYAN C** (2021) Destination attractiveness and place attachment: A multi-group

analysis of visitors from the Greater China Region, *Tourism Recreation Research*, online

Li, Z., Li, F., & Ryan, C. (2021). Perceiving North Korea through Chinese tourists' eyes. *Tourism Review* 76(1), 150-163.

MUNSHI D; KURIAN P (2021) *Public Relations and Sustainable Citizenship: Representing the Unrepresented*, Routledge, 102pgs

Pan, Y., Wang, X., & Ryan, C., (2021). Chinese seniors holidaying, elderly care, rural tourism and rural poverty alleviation programmes. *Journal of Hospitality and Tourism Management*, 46(March), 134-143.

ROCHE M; TUCKEY M; HULSHEGER U (2021) Cautions for mindfulness research in organisations: Taking stock and moving forward, *A Research Agenda for Workplace Stress and Wellbeing*, Edward Elgar Publishing, pp. 173-190

SOURD R; BEAUMAIS O; MAHIEU P-A; MARTINEZ-CAMBLO R P; **SCARPA R** (2021) A contingent valuation test for measuring the construct validity of willingness-to-pay estimates derived from choice-experiments, *Land Economics*, online

SOUZE R; WOOD Jr, T; **JACKSON B** (2021) What favelas can teach about leadership: The importance of shared-purpose and place-based leadership, *Reimagining Leadership on the Commons: Shifting the Paradigm for a More Ethical, Equitable and Just World*, Emerald Publishing, pp. 119-135

TUCKER S; **CAMERON M** (2021) Consumer Decision-Making Under Complexity, *Commissioned by Commerce Commission*, 37pgs

WALMSLEY T; **STRUTT A** (2021) A comparison of approaches to modelling non-tariff measures, *Journal of Global Economic Analysis*. 6(1)

WILLIAMSON A; BATTISTI M; POLLACK J (2021) Capturing passion expressed in text with artificial intelligence (AI): Affective passion waned, and identity centrality was sustained in social ventures, *Journal of Business Venturing Insights*, 17

XU X; JIANG L; HONG P; **ROCHE M** (2021) Will mindful employees benefit from positive work reflection triggered by transformational leadership? A two-study examination, *International Journal of Stress Management*, 28(1): 61-73

Yi, J., Ryan, C., & Wang, D. (2021). China's Village Tourism Committees: A Social Network Analysis. *Journal of Travel Research*, 60(1), 117-132.




Zhang, X., Ryan, C., Fu, S.J., & Chen, W.B. (2021). Visitors' understanding of a film and cultural site, and reflections on contemporary China. *Tourism Management Perspectives* 40, 100909



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NZIBR ANNUAL REPORT 2022



A note from the NZIBR team

Tēnā koutou katoa,

In 2022, we saw the ongoing impacts of Covid-19 with the arrival of the Omicron variant, which continued to strain our healthcare systems and cause disruption in supply chains. Economic uncertainty included the soaring cost of living, with an inflation rate as high as 7.2%. Adding to the economic woes were the severe weather impacts of record-breaking temperature and rainfall events, raising issues about how we accelerate our transition to a sustainable, resilient society. The end of the year was marked by the release of Chat GPT in November 2022. Generative AI is predicted to disrupt multiple industries, including education. Finally, in 2022, there were increasing expectations of organisations to examine how they meet obligations of Te Tiriti.

NZIBR scholars are at the knowledge coalface of these issues, as evidenced by the research contracts, short-term training programmes and speaker series outlined in this annual report. NZIBR scholars work across disciplines with national and international collaborators for maximum research impact.

Looking forward in 2023, I will be stepping down as Director. NZIBR will have a new Director appointed. It has been an absolute pleasure and honour to have been the Director since 2017, it is time to hand it over to someone who will take a fresh approach.

NZIBR is the source for independent analysis and insights into issues impacting New Zealand and global business, government and society. An overview of our key research activities and accomplishments are provided in this 2022 annual report.



Professor Eva Collins
Director, NZIBR



Amanda Wilson
Administrator, NZIBR

Our vision and mission

At the New Zealand Institute for Business Research (NZIBR), our business is adding value to your business or organisation.

NZIBR draws on the expertise of leading scholars from the University's Waikato Management School and across the University to deliver research projects of high value to the business community and wider society that will help drive long-term sustainability and shareholder value.

We work with industry, government agencies and other organisations to enhance their performance, productivity, and sustainable business.

Public policy projects are also an important part of our work programme. Our people have a wealth of knowledge in areas ranging from economic impact analysis, strategy and leadership, to marketing, innovation and entrepreneurship.

We publish high quality research in both professional outlets and in academic journals.

waikato.ac.nz/nzibr

Table of contents

	Page
The year in perspective	4
BUU China-NZ tourism research unit	8
Short-term training programmes	9
Published research and case studies	11
Externally funded research and training programmes	14
Examples of research publications	16

The year in perspective

NZIBR delivered and/or sponsored many successful events, seminars, workshops and collaborations in 2022. We provide a platform for our own researchers as well as external national and international researchers. An overview of the Institute's key research activities and accomplishments are provided below.

Managing Community-Academic Partnerships for Health



Co-designed or partnered research is becoming the expectation in community and health settings. While these projects are built on key partnership principles and Te Tiriti o Waitangi, there is also a strong evidence base guiding how to manage community-academic partnerships for health.

[Professor John Oetzel](#) shared some literature from a large-scale study in the U.S. of these types of partnerships, as well as some specific projects in Aotearoa. These findings and experience provide key lessons learnt for scholars and practitioners interested in engaging in partnered research.

The union default debate: to opt-in or to opt-out?



All employment relationships are non-union by default in legal regimes across the world. Employees are thus defaulted to being non-union without ever having deliberately chosen this status.

[Professor Mark Harcourt](#) discussed the union default, and compared the idea of opting-in versus opting-out of a union. The idea of an opt-out is seen as a viable alternative to the current process, in which all employees would be defaulted to membership in a particular union but would have the opportunity to opt-out.

International Money Laundering - Is the system working?



Forensic accountant and international visitor, [Amanda Gore](#), (Founder and CEO of the Centre for Global Advancement), discussed money laundering and how it is combatted at a national and international level. A series of international case studies were examined, along with an analysis of the strengths and weaknesses of the current anti-money laundering regime.

Illicit trade, money laundering through casinos, transnational organised crime and basic money laundering cases were discussed.

Why CARBS Matter - Cardiff Business School research highlights

As part of the WMS – Cardiff presentation series, the Dean and Head of School, [Professor Rachel Ashworth](#), shared Cardiff Business School's Public Value Strategy. Pro-Dean, Research, Impact and Innovation, Professor Tim Edwards also discussed the School's Research Environment (recently awarded the maximum score in the UK's Research Excellence Framework). Pro-Dean Engagement and Pro-Dean Public Value, Professor Peter Wells shared where Cardiff University will take Public Value next. This session provided an opportunity to get to know the Business School in Cardiff University, a strategic partner of Waikato.

Leadership Development: Myth and Reality



Community and Enterprise Leadership Foundation (CELF) was formed due to the common vision shared by [Associate Professor Peter Sun](#), Bernie Crosby (founder of Prolife Foods), and David Irving (Ex-Chairman of Heinz-Watties and founder of Ice House); that leaders' purpose spans beyond

the boundaries of their own organisation to embrace the wellbeing of their local community and society.

Known as responsible leadership, CELF was formed to develop such leadership for the Waikato region. This requires the leader to bring their whole person. Insights show that leaders possess several capital forms – social, human, reputational, and spiritual.

Peter discussed these capitals from the perspective of alumni of the CELF Elevate Leadership Programme, which has implications for responsible leadership development (www.celf.org.nz/).

The COVID-19 pandemic and firm-financing: Does environmental performance really matter?



Several industries across the world have been affected by the COVID-19 pandemic. However, it is unclear whether firms with better environmental performance have outperformed others during the pandemic.

To assess this, [Dr Nirosha Hewa-Wellalage](#) and [Dr Vijay Kumar](#) examined the relationship between environmental performance and firm debt and equity financing during the COVID-19 pandemic.

Green Swan: The existential cost of the plastic pandemic



'Green swans' are the consequences of the risks we humans create for ourselves by pumping contaminants into our air and water, destroying our ecosystems, and destabilizing our climate. Some causes of an impending green swan event, like global warming are well studied, and were discussed at length at COP 26. However other causes remain 'hidden' – such as the looming plastic pollution pandemic that can have equally devastating consequences of triggering a green swan event as green-house gas emissions – which in hindsight will be seen as being obvious.

International visitor, [Professor Janek Ratnatunga](#) (CEO of the Institute of Certified Management Accountants), discussed the 'Whole-of-Life' costing issues related to plastic production vs. plastic consumption. The energy consumed and the carbon emitted in plastic production will be contrasted with the air and water pollution caused by the excessive littering of plastic consumption.

Insights for agricultural policy design: What we can learn from behavioural and experimental economics



Farms are a diverse set of businesses, integral to our economy, environment, and food security.

In this talk, [Dr Zack Dorner](#) presented his recent work using the Survey for Rural Decision Makers in 2019 and 2021. This discussion focused on how individual climate policies can crowd out support for farmers.

Mining Evolving Large-Scale Networks



Social networks are live entities that exhibit dynamic behaviour over time. Phone calls, emails, SMS, etc., define implicit, huge, and high-speed networks.

[Professor João Gama](#) (School of Economics, University of Porto, Portugal) discussed issues and challenges that emerge when analysing high-speed and large networks. Using case studies, Gama presented a method to identify community trajectories and events on communities (growing, shrinking, merges, and splits) and explained those events in terms of the topology of the evolving network.

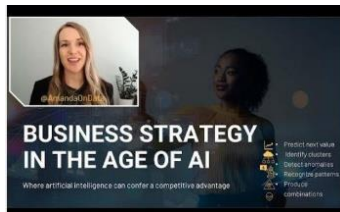
The Multidimensional Model of Māori Identity and Cultural Engagement/MMM-ICE



The Multidimensional Model of Māori Identity and Cultural Engagement/MMM-ICE responds to the need to expand current paradigms of Māori identity to consider a broader spectrum of dimensions that shape how individuals perceive and experience what it means to be Māori.

Using the MMM-ICE, [Professor Carla Houkamau](#) (Auckland University), spoke about the possibility to identify cohorts within the Māori population who may be at risk of adverse outcomes, differentiate between sub-groups of Māori, and identify where resources need to be allocated for supporting Māori development across various domains.

Business strategy in the age of AI: Where artificial intelligence can confer a competitive advantage



Artificial intelligence (AI) and technological advancements are driving rapid change. World-leading organisations now employ AI in most parts of their value chain to reduce costs and improve decision-making, processes, products and services.

New Zealand organisations that do not have an AI strategy and are slow to adopt AI, may quickly become obsolete and irrelevant. In this seminar, [Dr Amanda Williamson](#) outlined the opportunities that AI presents for businesses, and how leaders can commence harnessing the value of AI.

BUU China-NZ tourism research unit



Professor Chris Ryan undertakes research in the field of tourism, and has developed research interests in China in the last two decades, including contractual work with Chinese partners such as Beijing Union University, Sun Yat-sen University and others. The China-New Zealand Research Unit is based at the University of Waikato.

2022 continued to be dominated by the aftermath of Covid with varying patterns of lockdown in China even whilst the Chinese authorities encouraged domestic tourism for its psychological and economic benefits. Some of these were described by Qiao and Ryan in a book chapter for *The Emerald Handbook of Destination Recovery* edited by Mohanty et al (2022).

A number of publications in referred journals were achieved with Chinese colleagues (eight in total). Most notably work was reported from our research agreements with Beijing Union University and the Fuxi Mausoleum and Daguanyuan respectively. Of these eight articles six were in journals rated A or above in the Australian Business Dean's Council listing.

In April 2022, Professor Ryan was an invited speaker for The University Hainan international programme, speaking on the implications of Smart Tourism for the theory of the Tourist Area Life Cycle. In addition, doctoral student Zhenshen (Sam) Xu in company with Dr Yingsha Zhang gave a paper at the Travel and Tourism Research Association (TTRA) Conference in Vancouver describing Sam's research with theme parks in China. The TTRA is a major North American conference that includes academic work with industry representation and is attended by several hundreds of delegates.



Short training programmes

CELF Elevate Programme



The Community and Enterprise Leadership Foundation (CELF) is committed to growing leadership capability in the Waikato.

The 7th Elevate Leadership programme commenced in April of 2022 with an entry retreat in Cambridge, finishing 8 months later with a 15km tira hoe down the Waikato River.

CELF together with the University of Waikato bring established Waikato leaders from across multiple organisations and sectors (for profit, for purpose and public) together to grow leadership capability, capacity, and connection for a stronger Waikato.

The programme content is carefully curated under the guidance of programme director, Professor Brad Jackson, who creates a highly practical learning environment, that is pragmatic, action-oriented and supported by academic and subject matter experts. Learning is enhanced by interaction with a variety of organisations and sector leaders in their own environments, providing context and relevance where conversation and perspective sharing builds knowledge and connection.

Single word descriptors by our CELFies (graduates of the Elevate Leadership Programme) include: Lifechanging, transformative, perspective, connection, knowledge, appreciation, reflective, collaboration and courageous. How does this play out? CELFie's leave with a greater understanding, insight, and confidence in their own leadership. They ignite a desire to learn more, and to give back to their communities. They have made lifelong connections and are committed to purposeful action with impact.

This year, Peter McBride (CEO Trinity Lands & Fonterra Chair) was a guest at an Alumni Workshop, where Matt Bolger, Pro-Vice Chancellor of Te Raupapa skilfully interviewed Peter, drawing out some real leadership and governance learning gems. And a session with Dr Peter Sun's gave unique insight into the evolution of CELF from the famous carpark meeting with Bernie Crosby and David Irving, and Peter himself, (co-founders of CELF), where the idea was seeded. Today CELF has 134 Alumni of the Elevate Leadership programme – the ripple effect continues.



Vietnam Social Security Training Programme: Cybersecurity 2022

This online training programme was designed to educate Vietnam Social Security staff on the ‘state of play’ of cyber security threats and practices in New Zealand.

The programme was delivered via three, three-hour sessions with each session focused on a particular type of cyber-attack, using New Zealand case studies to demonstrate the impact the attack had.

Each session included a combination of content delivered (and translated) by the programme convenor, discussion/reflection questions with a focus on specific learnings for Vietnam Social Security, and online quizzes and polls.

At the end of the programme, all participants were required to prepare a short report addressing summaries of each session/case and overall lessons learned for Vietnam Social Security.



Food & Fibre Insights

Through NZIBR, WMS Executive Education in conjunction with KPMG, ran two iterations of a food and fibre short course. With over 60 participants from around New Zealand enrolled, the course was designed for professionals seeking to better understand the frontiers of the food and fibre

landscape in New Zealand. Retaining a consumer centric view, the course focused on three key themes:

- The impact of science and technology;
- trade and regulation; and
- The evolution of circular food systems.

The programme was delivered in a blended format over seven weeks, with content including pre-recorded videos, short readings, global industry reports, discussion sessions and a 1.5 hour zoom session with KPMG and Waikato Management School experts each week. In the last week, participants completed a half day workshop online, sharing their learnings and engaging with global experts.

Waikato Management School and KPMG are revising the content for a 2023 iteration to take place in the later part of the year.

Published research and case studies



Waikato population projections for the Future Proof sub-region

Professor Michael P. Cameron
Waikato Management School

Demographic projections are a key input into the decision-making of businesses, local and central government, and other organisations. Among other things, these projections help determine the timing and location of infrastructure and housing development.

Professor Michael Cameron has nearly two decades of experience developing demographic projections for the Waikato Region. Last year, he provided updated projections for the Waikato Region (and all district and city council areas), based on two new scenarios.

Scenario 1, updated his earlier (2021), high projection scenario, to account for new international migration data (as the actual data showed lower than projected international migration). Scenario 2, combined the lower international migration flows with a higher assumed net internal migration outward from Auckland into the Waikato Region.

Overall, Scenario 1 resulted in projected populations that are only slightly lower than the original high-variant projection. In contrast, Scenario 2 was higher than the original high-variant projection over the entire projection period, as the additional net internal migration from Auckland more than offsets the reduction in net international migration. However, Professor Cameron's report noted that, Scenario 1, was the more plausible scenario because the assumption of sustained higher out-migration from Auckland is unlikely to hold over the long-term.

The Future Proof partner councils (Hamilton City, Matamata-Piako District, Waikato District, and Waipā District) have agreed that these new scenarios provide confidence in their decision to adopt the previous high scenario projections for their planning purposes. With the 2023 Census having just been completed, new demographic projections will soon be developed based on the new baseline data.



Revisiting the role of secondary towns: How different types of urban growth relate to poverty in Indonesia

Professor John Gibson
Waikato Management School

There is increasing interest in assessing whether big city growth has effects that differ from the effects of secondary town growth, especially in terms of impacts on poverty. It can be difficult to study these issues with typical sub-national economic data because urban growth often occurs outside the administrative boundaries of cities.

An emerging literature therefore uses remote sensing to measure patterns of urban growth without being restricted by limitations of data for administrative areas. We add to this literature by combining annual poverty estimates from 2011 to 2019 socio-economic surveys with remote sensing data on night-time lights for 41 big cities and for secondary towns in 497 Indonesian districts.

We measure growth on the extensive (lit area) and intensive (brightness within lit area) margins and distinguish between growth of big cities and of secondary towns and our spatial econometric models allow global and local spillovers. The extensive margin growth of secondary towns is associated with lower rates of poverty, but no similar association holds for big city growth. These patterns corroborate earlier findings from India.

Potential productivity advantages of big cities, and concerns about agricultural land loss to expanding towns, may imply that urban growth patterns that favour big cities are warranted. On the other hand, these new results suggest, from a poverty reduction point of view, that policies to favour secondary towns may be warranted. Policymakers in countries like Indonesia, therefore, face difficult trade-offs when developing their urbanization strategies.



Impacts of the New Zealand-UK Free Trade Agreement on the New Zealand Economy

Professor Anna Strutt
Waikato Management School

This report, co-authored with Terrie Walmsley and Peter Minor of ImpactECON LLC, was prepared at the request of the New Zealand Ministry of Foreign Affairs and Trade (MFAT). It presents results from a large-scale modelling effort undertaken to improve understanding of the potential economic impacts on New Zealand (NZ) of implementing the proposed New Zealand-United Kingdom (NZ-UK) agreement.

We modelled two scenarios covering tariff reductions, beef and dairy quota liberalisation, reductions in goods and services non-tariff measures (NTMs), and improved trade facilitation. The second scenario adds further reductions in goods and services NTMs and more trade facilitation. Each of these scenarios was modelled against a baseline projection of the global economy to 2040 that included the impacts of the UK's exit from the European Union (EU) and tariff reductions already committed to in other trade agreements, as well as a free trade agreement between the UK and Australia.

In the first scenario, real GDP is projected to increase by 0.10 percent relative to the 2040 baseline, increasing to 0.12 percent in the second scenario. In constant 2019-dollar terms, these increases range from NZ\$710m to NZ\$811m. New Zealand's total exports to the world also increase as the extent of the liberalisation modelled increases. In Scenario 1, real exports increase by 0.26 percent (NZ\$460m), while in Scenario 2 the increase is 0.30 percent (NZ\$527m). These increases in exports are due to strong export growth of more than 50 percent to the UK in both scenarios, dampened by some diversion of exports from other markets. The export growth is largely in the processed foods sectors, particularly beef.

When the scenarios are decomposed by the various components of the FTA modelled, we find that in Scenario 1, tariff liberalisation contributes 38 percent of the increase in real GDP, while quota liberalisation contributes 47 percent. In the second scenario, the contribution of tariff reductions to the GDP increase is 33 percent, quota liberalisation is 41 percent. The contribution from reductions in NTMs is smaller than tariffs and quotas, though it increases in the second scenario. Our results indicate that reductions in agricultural quota barriers to trade have the potential to contribute substantially to the gains from New Zealand's FTA with the UK. However, sensitivity analysis suggests that the impact of liberalising tariff rate quotas (TRQs) on New Zealand's GDP depends crucially on the initial estimate of quota rents earned by New Zealand's beef exporters to the UK.

A full copy of the report is available to the public [here](#).

Externally funded research and training programmes

In 2022, NZIBR generated total revenue of **\$345k¹** from externally funded projects and short-term training programmes. A brief overview of each project and programme is listed below.

EXTERNALLY FUNDED PROJECTS

INTERNATIONAL PROJECTS

Project Period	Principal Investigator	Name of Project	Sponsor	Revenue in 2022 (NZ\$)
2022	Professor John Gibson	Urbanization and Rural Poverty Reduction in Indonesia – Development Economist	Asian Development Bank (ADB)	\$25,000
2022	Professor Ric Scarpa	Willingness to pay to reduce litter and illegal dumping in New South Wales, Victoria	Centre for International Economics (CIE)	\$5,600

DOMESTIC PROJECTS

Project Period	Principal Investigator	Name of Project	Sponsor	Revenue in 2022 (NZ\$)
2022	Professor Frank Scrimgeour	Competitiveness Framework - Frontier Farms	DairyNZ	\$17,600
2022	Professor Frank Scrimgeour	Economic and employment impact: Reduced production due to reduced seasonal migrant workers	Ministry for Primary Industries (MPI)	\$20,000
2022	Assoc. Professor Maree Roche	Capability and Leadership Needs Analysis	NZ Police	\$12,000
2022	Professor Michael Cameron	Waikato Transport Zone Demographic Projection	Waipa District Council (WDC)	\$12,000
2022	Professor Michael Cameron	Waikato population projections for the Future Proof sub-region	Waikato Regional Council (WRC)	\$50,200
2022	Dr Zack Dorner	Peer review of the He Waka Eke Noa Partnership's modelling	Ministry of Primary Industries (MPI)	\$3,600
2022	Dr Zack Dorner	Peer review of the Manaaki Whenua modelling	Ministry of Primary Industries (MPI)	\$3,600

¹ Not all contracts have been listed due to confidentiality

2022	Dr Zack Dorner	FIVE tool (Assessing insights from cost benefit analysis frameworks)	Waikato Regional Council (WRC)	\$14,000
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SHORT-TERM TRAINING PROGRAMMES

In 2022, NZIBR supported the following short-term training programme over 10 months.

Year	Programme Director	Name of Project	Sponsor
2022	Assoc Professor Peter Sun	CELF Elevate Programme	Community & Enterprise Leadership Foundation
2022	Assoc Professor Stuart Dillon	UW-VSS Cyber Security Training Programme	Viet Nam Cyber Security
2022	Dr Heather Connolly	Food & Fibre	KPMG

Examples of research publications

ALIMI N; BOE-GIBSON G; GIBSON J (2022) Noisy night lights data: Effects on research findings for developing countries, *Working Paper in Economics*, Waikato Management School

CAMERON, M (2022) 2018-base Transport-Zone-level Population, Family and Household, and Labour Force Projections for the Waikato Region, 2018-2055, Commissioned by Waikato Local Authority Shared Services

CAMERON, M (2022) An evaluation of the 2018-base demographic projections for Future Proof, Commissioned by Waikato Regional Council

CHANDANABHUMMA PP; FABREGUES S; OETZEL J; DURAN B; FORD C (2022) Examining the influence of group diversity on the functioning of community-based participatory research partnerships: A mixed methods study, *American Journal of Community Psychology*, online, 13pgs

GAO J; RYAN C; ZHANG C; CUI J (2022) The evolution of Chinese border tourism policies: an intergovernmental perspective on border tourism in Xishuangbanna, *Asia Pacific Journal of Tourism Research*, 27(2): 152-172

GIBSON J; JIANG Y; SUSANTOO B (2022) Revisiting the role of secondary towns: Effects of different types of urban growth on poverty in Indonesia, *Working Paper in Economics*, Waikato Management School

HARCOURT M; GALL G; WILSON M (2022) The effects of public goods framing for a union default policy, *Economic and Industrial Democracy*, online

KASSIE G; ZELEKE F; BIRHANU M; SCARPA R (2022) Would a simple attention-reminder in discrete choice experiments affect heuristics, preferences, and willingness to pay for livestock market facilities? *PLOS ONE*, 17(7)

MINOR P; WALMSLEY T; STRUTT A (2022) Potential impacts of regional trade agreements on Vietnam: A dynamic CGE analysis, *Policy Analysis and Modeling of the Global Economy*, World Scientific, pp.299-337

OETZEL J; BOURSAW B; MAGARATI M; DICKSON E; SANCHEZ-YOUNGMAN S; MORALES L; KASTELIC S; EDER M; WALLERSTEIN N (2022) Exploring theoretical mechanisms of community-engaged research: a multilevel cross-sectional national study of structural and relational practices in community-academic partnerships, *International Journal for Equity in Health*, 21(1)

QIAO G; **RYAN C** (2022) The recovery of domestic tourism in China: Practices from a typical tourism city Hangzhou, *The Emerald Handbook of Destination Recovery in Tourism and Hospitality*, Emerald, pp.105-124

ROCHE M; MCLACHLAN A; WAITOKI W; VALENTINE H; HAAR J; BROUGHAM D; RURU S (2022) Exploratory study of enhancing the wellbeing of Wahine Leaders in Aotearoa (New Zealand) via Whiti Te Ra - An Indigenous Wellbeing Pathway, *New Zealand Journal of Human Resources Management*, 22(2): 20-30

ROCHE M; SHANG S; BENTLEY T; CATLEY B; BLACKWOOD K; TEO S; SUTTON A (2022) Mindfulness older workers and relational leadership, *Journal of Management and Organization*, online, 18pgs

WALMSLEY T; MINOR P; **STRUTT A** (2022) Impacts of New Zealand-European Union Free Trade Agreement on the New Zealand Economy, Commissioned by Ministry of Foreign Affairs and Trade

WALMSLEY T; MINOR P; **STRUTT A** (2022) Impacts of the New Zealand-UK Free Trade Agreement on the New Zealand Economy: A Dynamic Computable General Equilibrium Analysis, Commissioned by Ministry of Foreign Affairs and Trade

WEBB M; **STRUTT A** (2022) Non-tariff measures in New Zealand, Non-tariff Measures: Australia, China, India, Japan, New Zealand, and Republic of Korea, *Economic Research Institute for ASEAN and East Asia*, pp.90-100

ZHANG X; **GIBSON J**; DENG X (2022) Remotely (and wrongly) too equal: Popular night-time lights data understate spatial inequality, *Working Paper in Economics*, Waikato Management School

ZHANG D; **HEWA WELLALAGE N**; FERNANDEZ V (2022) Environmental assurance, gender, and access to finance: Evidence from SMEs, *International Review of Financial Analysis*, 83

ZHANG X; **RYAN C**; ZHANG G; WAN Y (2022) The Fuxi Taihao Mausoleum: sustaining cultural tradition, *Tourism Recreation Research*, online




ZHOU B; XIONG Q; LIU S; WANG LE; LI P; **RYAN C** (2022) Tourist satisfaction with online car-hailing: evidence from Hangzhou City, China, *Current Issues in Tourism*, online



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NZIBR ANNUAL REPORT 2023



A note from the NZIBR team

Tēnā koutou katoa,

In 2023, the University remained focused on its recovery post Covid-19, and despite ongoing challenges, the University and NZIBR, managed to record a number of key achievements

In 2023, the University ranked in the top 250 universities in the world in the QS World University Rankings, the largest increase of any university in New Zealand. We also placed at number one in New Zealand for research, based on the citations per faculty member, the second year in a row the University has achieved this position. We also ranked in the top 100 Universities worldwide in the 2024 QS Sustainability rankings and the Times Higher Education rankings, affirming the real impact our work is delivering in the world.

Last year saw NZIBR's first full year of engagement with national and international partners since the first border closures in early 2020. NZIBR's scholars led research contracts, short-term training programmes and speaker series with commercial and strategic partners in diverse areas including Mātauranga Maori in Business, the use of AI and ChatGPT, leadership skills, public service ethics and anti-corruption.

Finally, it is important to acknowledge the work of Professor Eva Collins who retired at the end of 2023 but stewarded the work of NZIBR through some challenging times. She leaves the Institute well positioned to tackle ongoing national and global issues. We wish her all the best in her retirement.



Jason Matangi
Acting Director, NZIBR

Our vision and mission

At the New Zealand Institute for Business Research (NZIBR), our primary focus is on enhancing the value proposition for your business or organization.

Drawing upon the expertise of esteemed scholars from the University's Waikato Management School (WMS) and beyond, NZIBR undertakes research endeavours tailored to meet the diverse needs of the business community and society at large. Our objective is to foster sustainable practices and deliver increasing value over the long term.

Collaborating closely with industry partners, governmental bodies, and various organizations, we strive to elevate their operational efficacy, enhance productivity, and promote sustainable business practices.

Moreover, our portfolio encompasses a spectrum of public policy initiatives, underscoring our commitment to shaping informed, impactful policies. Leveraging our team's extensive knowledge base, spanning economic impact analysis, strategic leadership, marketing, innovation, and entrepreneurship, we endeavour to drive meaningful change.

Our dedication to excellence is reflected in the calibre of research we produce, disseminating insights through reputable professional channels and esteemed academic journals alike.

waikato.ac.nz/nzibr

Table of contents

	Page
The year in perspective	4
Short-term training programmes	
○ Department of Personnel Training	9
○ CELF	10
Published research and case studies	11
Externally funded research and training programmes	13
Examples of research publications	15

The year in perspective

NZIBR provides a platform for WMS researchers as well as external national and international researchers. In 2023, NZIBR sponsored and delivered many successful events, seminars, workshops and collaborations. An overview of the Institute's key research activities and accomplishments are provided below.

JANUARY

International guest lecturer, Professor Mike Wallace (Cardiff University, Wales), presented his topic "Developing Strategic Leadership: Cautionary Lessons from the Public Services". Leadership is seen as essential for organisational improvement, prompting governments to invest in developing senior staff in public service organizations. This talk examined a UK initiative from the late 2000s and its international impact, focusing on leadership development in sectors like schools, healthcare, and higher education. It critiqued how these interventions shape leaders more as local organisational figures than reform champions, and discusses implications for leadership concepts, research, and practice.

Dr Ruth Avidar, Head of Marketing at the Max Stern Yezreel Valley College, Israel, shared her findings from a pre-Covid study on "The Relationships and Communication Strategies of Pro- and Anti-Vaccination Advocates in Israel".

FEBRUARY

Professor Gideon Markman (Colorado State University) discussed whether neighbouring firms will become allies or adversaries. By analysing data from multiple companies and networks over 13 years, using a statistical model called temporal exponential random graph models (TERGM), Gideon and his co-authors, Marat Davletshin and Stephen Downing, identified conditions indicating when firms are likely to form partnerships or become competitors. Understanding these conditions is crucial for scholars and managers as it helps predict which current indirect partners and rivals may become direct allies or competitors in the future.



University of Waikato Professors Kim Pickering, Les Oxley, Eva Collins and Jason Mika, defined the research endeavours of Āmiomio Aotearoa, which seamlessly integrates Mātauranga Māori and scientific inquiry to tackle crucial knowledge void via a cohesive, multidisciplinary, and collaborative approach. This insightful presentation formed part of the WMS Cardiff Series; a joint initiative between the Business Schools

aimed at fostering global partnerships in academia, both in teaching and research realms.



MARCH

Associate Professor William Wang (WMS) presented his research titled “Exploring Physicians' Personal Branding Strategies on Online Healthcare Platforms”. Dr. Wang discussed how physicians' strategies for branding themselves online are influenced by the environment, ultimately impacting their brand influence. Additionally, the effectiveness of these branding strategies can be gauged through trust, reputation, and patient engagement metrics.

APRIL

Professor Kathryn Pavlovich, recipient of the 2022 WMS Postgraduate Supervision Excellence Award, delivered a seminar titled “Building an Effective PhD Programme: Best Practices and Pitfalls to Avoid”. The seminar aimed to provide insights into the processes involved in running a successful PhD program and the reasoning behind key decisions. Topics covered included the induction process, managing student cohorts, tips for producing quality progress reports, common pitfalls to steer clear of, as well as guidelines regarding PhD contracts and publication policies.

Anthony Ryan shared insights on "Improving Work with ChatGPT: Boosting Teaching and Research Efficiency". As the programme coordinator for professional English at the University of Waikato’s joint campus with Hangzhou City University (NZUWI), Anthony explored how ChatGPT can revolutionise education. His talk highlighted practical ways ChatGPT can simplify literature reviews, customize learning experiences, and aid in content development.



MAY

Associate Professor Joanna Scott-Kennel was the first WMS Academic to present the new Sustainable Brown Bag Series and discussed the topic “Biodiversity management: A Supply Chain Practice View”. By using case studies, Joanna discussed how firms adopt or develop biodiversity management practices that reduce or eliminate negative biodiversity outcomes or even contribute to biodiversity restoration and regeneration.

The next WMS Cardiff Seminar Series was presented on 19 April 2023. Dr Yingli Wang, Professor in Logistics and Operations, Cardiff University, discussed her topic “Scalable Circular Supply Chain for the Built Environment”. Yingli provided an overview of progress made from an Engineering and Physical Sciences Research Council (EPSRC) funded project which aims to develop scalable circular supply chains in architecture, engineering and construction (AEC) that are economically viable and environmentally sustainable, centring around the concept of a blockchain enabled digital material passport.

JUNE

In 2023, one notable highlight was the collaborative effort between the Te Kotahi Research Institute and the Te Raupapa Waikato Management School. The collaboration provided an opportunity for working with Ngā Toki Whakarururanga and hosting “Te Kāhui a Kiwa”—an event focused on advancing Indigenous self-determination and wellbeing through trade, with a particular emphasis on exploring the potential role of the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) in this endeavour.

JULY

Dr Vida Botes (WMS) discussed her topic “Devils Town Case: When Religious Fervour Leads to Fraud”. The case study focuses on members of a religious cult. When the group’s fervour for their ideology created an overwhelming desire for money it led to identity theft, insurance fraud, racketeering, and robbery and eventually escalated to serial killings.

Amanda Gore, Forensic Accountant, and CEO of the Centre for Global Advancement discussed her topic “International Trends in Financial Crime”. This highlighted recent trends in crypto regulations and the associated money laundering risks. Amanda also reviewed recent global enforcement actions across the crypto sector and how crypto is being considered across the gambling sector.

AUGUST

Richard Hobbs, Principal in the Boston Consulting Group, presented the latest findings on the global green economy and the significant opportunities that New Zealand stands to gain. The findings take a wide, multi-disciplinary lens, covering the fastest growing parts of New Zealand's economic contribution to the global green economy.



Professor of Management and Leadership, Dr Chellie Spiller, shared insights from her paper presented at the 2023 European Group of Organisation Studies (EGOS) conference. In this paper the authors suggested that too often, humans are so busy acting upon the world to fix problems that we overlook that it is we who need fixing. Chellie also reflected her full day training workshop at Oxford University to 100 activists from around the world. The workshop was the culmination of her leader-in-residence research with the Atlantic Institute which resulted in The Catalyst's Way book and Storytellers Companion.

SEPTEMBER

Associate Professor Umesh Sharma (WMS) discussed his topic "Integrated Reporting and Corporate Social Responsibility in New Zealand Companies". This presentation was part of the WMS School of Accounting, Finance and Economics (SAFE) and University of South Pacific (USP) presentation series. This discussion explored the current practice of voluntary reporting in New Zealand. A new form of reporting that creates value for investors and other stakeholders has been called for because of the ongoing criticisms of financial reporting failing to address the informational needs of stakeholders.

WMS Co-Principal Investigators Drs Jonathan M. Scott and Abhishek Mukherjee discussed their topic "Early-Stage Green Tech Finance: A Systematic Literature Review". This presentation outlined the findings of the systematic literature review (SLR), explained their implications, and articulated the authors' plans for future research on this topic.

OCTOBER

Inaugural 2022 WMS Mātauranga Māori Research Excellence Award recipient, Associate Professor Jason Mika, presented his research topic "Unlocking the Innovation Potential of Mātauranga in Business". Jason's research, teaching, writing, and practice centres on Indigenous business philosophy in multiple sites, sectors, and scales, including Indigenous trade, tourism, agribusiness, and the marine economy. This well attended presentation covered discussions around what ways firms and organisations are embracing Māori culture, language, and knowledge for collective wellbeing.



Visiting scholar Dr Joanne Larty (Lancaster University, UK) discussed her topic “Sustainability Narratives, Place and Community”. During this seminar Joanne provided an overview of her current research, an overview of her work on RECIRCULATE, as well as introducing a paper in development: “Using the Lens of Chronotype to Explore Sustainable Entrepreneurs’ Embeddedness in Place as a Dialogically Negotiated Practice”.

Commented [JM1]: Why all caps?
Commented [AW2R1]: @Jason Matangi the project is mentioned this way online <https://recirculate.global/the-flow/spotlight-joanne/>

NOVEMBER

Bay of Plenty business leaders and members of the public were invited to join in for an evening of lively discussion at the University of Waikato Tauranga campus – “Unlocking the Innovation Potential of Mātauranga in Business”. Our speaker Dr Jason Mika, Associate Professor of Māori Business at Te Raupapa Waikato Management School (WMS) shared some of his research findings on the evolving role of mātauranga Māori within organisations in the fisheries, agribusiness, tourism, and other sectors. This event was proudly hosted by WMS and the Tauranga Māori Business Association.

Professor Debashish Munshi (WMS) presented his topic “Culture, Sustainability, and Citizenship”. Extending the economic, environmental, and social bottom lines of sustainability, this presentation focused on centring culture in envisioning sustainable futures. Debashish outlined his new research on engaging with ethnic communities in Aotearoa to be part of a pluralistic model of citizenship that is guided by the principles of Te Tiriti o Waitangi. This new project sharpened the focus on the cultural, as also the social and political, pillars of sustainability by exploring how all communities can flourish under Te Tiriti.

DECEMBER

Visiting academic Professor Alpa Dhanani (Cardiff Business School, Wales) conducted an online presentation. Her topic “Addressing Employee-Based Race Inequalities in the National Health Service (England): Accountability and the Workforce Race Equality Standard”, examined the efforts of the National Health Service (NHS) to address employee-based racial inequalities via the Workforce Race Equality Standard. This presentation was part of the SAFE and University of South Pacific presentation series.

Visiting academic Professor Alison Wray (Cardiff Business School, Wales) presented her topic “Meaning Beneath the Surface: Addressing the Challenges of Dementia Communication”. Alison first reviewed the impact of common dementias on language and memory, before looking at how these changes undermine the achievement of communicative goals, not only for the person with the diagnosis, but also those they interact with. She concluded her discussion with some observations about what, in the light of these ideas, can help improve the effectiveness of communication in the dementia context.

Short training programmes

Department of Personnel Training, Vietnam

In 2023, Waikato Management School delivered three training programmes aimed at enhancing the professional development of senior officials from Vietnam's Department of Personnel Training. These programmes consisted of two two-week programmes and one 12-week programme, covering leadership skills, public service ethics, approaches to anti-corruption, public sector planning, and regional socio-economic development.



The first delegation had the opportunity to participate in the New Zealand Chambers of Commerce breakfast sessions held at The Pā. During these sessions, Prime Minister Chris Hipkins and the Prime Minister-elect, Christopher Luxon, served as guest speakers on consecutive days.

The second delegation enjoyed official visits to Tauranga, which included sightseeing opportunities and a visit to the Tauranga campus. Additionally, they benefited from insights shared by guest speakers from various organizations, including the Hamilton City Council, Waikato Regional Council, Waikato Chamber of Commerce, Priority One, and Bay of Plenty.

The third delegation comprised 10 public sector executives, including a Provincial Mayor and a Chancellor of a Vietnamese University. Mornings were dedicated to tailored classes to learn about New Zealand and its public sector workings, while afternoons were spent conducting research to support projects back in Vietnam.



The groups left New Zealand praising our beautiful campus, the world-class educational learning they received and the desire to return in the future.

CELF Elevate Programme

The Community and Enterprise Leadership Foundation (CELF) together with the University of Waikato bring together established Waikato leaders from across multiple organisations and sectors (for profit, for purpose and public) to grow leadership capability, capacity, and connection for a stronger Waikato.

The programme content is carefully curated under the guidance of programme director, Professor Brad Jackson (Waikato Management School), who creates a highly practical learning environment, that is pragmatic, action-oriented and supported by academic and subject matter experts. Learning is enhanced by interaction with a variety of organisations and sector leaders in their own environments, providing context and relevance where conversation and perspective sharing builds knowledge and connection.

The Class of 2023, comprising 21 outstanding individuals, brings the total number of CELF alumni, affectionately known as "CELFies," to over 150 active alumni in the Waikato community.

At this year's graduation, the Class of 2023 representatives reflected on their personal growth throughout the CELF leadership programme. They said, "the programme encouraged self-reflection and the courage to ask challenging questions, ultimately leading to profound personal growth, accelerating their learning in ways they never thought possible".

They spoke of the encounters with Waikato leaders who embody humility, and exemplify qualities such as hard work, a commitment to te ao Māori, and a deep sense of social and environmental responsibility.

The Class of 2023 considered CELF the "gold standard leadership programme" referencing the growth and development of connections and networks, and the encouragement to consider the wider community and giving back. This was complemented using scientific research and its application in leadership, tools and knowledge essential for a leadership pathway. The programme instilled confidence and self-belief, enabling graduates to refine their purpose.



Published Research and Case Studies



Te Kāhui a Kiwa—Advancing Indigenous Self-Determination and Wellbeing Through Trade and Can the CPTPP Help?

Professor Jason Mika
Waikato Management School

The conference, funded by the Ministry of Foreign Affairs and Trade and led by Associate Professor Jason Mika and Moana Maniapoto, was named "Kāhui Kiwa" by University kaumātua (elder) Koro Taki Turner. "Kāhui" symbolizes an assembly of stars or people, while "Kiwa" refers to the Pacific Ocean.

Its three main aims were: (1) to gather Māori and Indigenous perspectives on trade under agreements like the CPTPP; (2) to assess the adequacy of protections for Māori and Indigenous rights within the CPTPP; and (3) to discuss necessary changes in the CPTPP to better serve Māori and Indigenous aspirations for self-determination, uphold Te Tiriti o Waitangi rights, and improve Indigenous well-being.

The conference broadly achieved its objectives, drawing around 150 delegates on the first day and 120 on the second. It emphasized diverse Indigenous views on trade, from concerns over prioritizing commercial interests over Indigenous rights to optimism about trade's potential benefits for Indigenous livelihoods and well-being. The importance of protecting Indigenous rights and responsibilities in policy was highlighted, alongside the need for trade to contribute positively to Indigenous well-being.

The event saw participation from various sectors, including Māori businesses, academics, government officials, and policy makers. Most speakers and facilitators identified as Indigenous, reflecting the conference's inclusive approach.



Success factors included collaboration between Waikato University and Ngā Toki Whakarururanga, funding support for speakers, and strong relationships with Māori and Indigenous communities. However, there was room for improvement in securing state support for Indigenous attendees from other CPTPP countries.

A copy of the report can be found [here](#).

NZIBR ANNUAL REPORT 2023



Are Disaster Impact Estimates Distorted by Errors in Popular Night-Time Lights Data?

Professor John Gibson
Waikato Management School

Funded by the Asian Development Bank (ADB), this collaborative study highlights the use of satellite-detected earth observation data, particularly night-time lights (NTL) data, for evaluating disaster impacts and recovery.

While NTL data, especially readily accessible ones, have enabled significant research in this area, questions arise regarding their suitability as a proxy for changes in local economic activity. The study discusses how NTL data weakly correlate with traditional economic measures, particularly in rural areas of developing countries. It attributes this limitation to the popularity of older and less suitable NTL data from the Defense Meteorological Satellite Program (DMSP), launched in the 1960s, compared to newer and more accurate data from the Visible Infrared Imaging Radiometer Suite (VIIRS), from 2012.

Despite the availability of VIIRS data, studies on disaster impacts often continue to use DMSP data or harmonised data combining DMSP and VIIRS. The study examines the sensitivity of estimated disaster impacts to the use of different NTL data, particularly focusing on typhoon damage in the Philippines from 2012-19. It finds that estimated negative impacts on luminosity are larger when using DMSP data compared to VIIRS data for the same period, especially when expressing damage through local spillovers. The study suggests caution in using harmonised data for disaster assessments due to potential flaws inherited from DMSP data.

Overall, the study underscores the importance of considering the suitability of NTL data sources in disaster research, particularly in assessing their sensitivity to different data types. It emphasises the need for further research to validate findings across different settings and years with overlapping availability of NTL data sources.

A copy of the report can be found [here](#).

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Externally funded research and training programmes

In 2023, NZIBR generated total revenue of **\$701k¹** from externally funded projects and short-term training programmes. A brief overview of each project and programme is listed below.

EXTERNALLY FUNDED PROJECTS

INTERNATIONAL PROJECTS

Year	Principal Investigator	Name of Project	Sponsor	Revenue (NZ\$)
2022	Professor John Gibson	Are Disaster Impact Estimates Distorted by Errors in Popular Night-Time Lights Data?	Asian Development Bank (ADB)	\$21,800

DOMESTIC PROJECTS

Year	Principal Investigator	Name of Project	Sponsor	Revenue (NZ\$)
2023	Professor Jason Mika	Te Kāhui A Kiwa— Advancing Indigenous Self-Determination and Wellbeing Through Trade and Can the CPTPP Help?	Ministry of Foreign Affairs and Trade (MFAT)	\$147,296
2023	Dr Vijay Kumar	Independent Advice on the Deposit Takers Bill	Office of the Clerk of the House of Representatives	\$6,000
2023	Professor Frank Scrimgeour	Fieldays 2022	NZ National Fieldays Society	\$16,000

¹ Not all contracts have been listed due to confidentiality agreements

SHORT-TERM TRAINING PROGRAMMES

Year	Programme Director	Name of Project	Sponsor	Revenue (NZ\$)
2023	Professor Brad Jackson	CELF Elevate Programme 2023	Community & Enterprise Leadership Foundation	Not for profit
2023	Dr Heather Connolly	Leadership Strategy & Talent Short Course	RotoruaNZ	\$17,391
2023	Dr Heather Connolly	Leadership Skills, Public Service Ethics and Anti-Corruption	Department of Personnel Training, Vietnam	\$113,000
2023	Dr Heather Connolly	Local Socio-Economic Development	Department of Personnel Training, Vietnam	\$113,000
2023	Dr Heather Connolly	Public Sector Planning	Department of Personnel Training, Vietnam	\$250,000

Examples of research publications

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