

Welcome from the Research Dean

Welcome to our latest Research Community newsletter
– its eighth edition, covering Michaelmas Term 2018.

I'm delighted to be able to share with you the continued successes of our research community, including

Sue Dopson being made a Fellow of the Academy of Social Sciences, **Abrar Chaudhury** receiving a British Academy Postdoctoral Research Fellowship award, and our **marketing faculty** being ranked first in the UK and second in Europe in a new ranking of academic marketing departments in business schools.

We also continue to invest in excellent research through the Research Assistance Fund and Faculty Research Fund, which are supporting new initiatives, in addition to existing projects such as studies by **Sue Dopson** and **Michael Smets** into female leadership potential. You can read more about our recent successful applicants



on page 4. As a reminder, submissions to the fund are open termly; please do contact the Research Office at research.office@sbs.ox.ac.uk to find out more.

This term we welcomed several new colleagues into our research community, including six faculty members.

Dan Snow joined us as Associate Professor of Operations Management, coming from Brigham Young University. **Matthew Amengual** joined us as Associate Professor of International Business, coming from MIT. **Renée Adams** joined us as Professor of Finance, coming from the University of New South Wales (and you can read about the research Renée presented at one of our Dean's Research Seminars this term on page 2). Former Visiting Professor of Management

Practice, **Andrew Baum**, has joined us as Professor of Practice, and **Trudi Lang**, who was one of our Associate Fellows, is our new Senior Fellow in Management Practice. **Eleanor Murray** joins us as Fellow in Management Practice, having previously held the role of Senior Research Fellow at the School.

Finally, we also welcomed **Susannah Cronin**, our new Research Communications Officer in the Faculty Services team. Please do get in touch with her at Susannah.Cronin@sbs.ox.ac.uk about any research updates.

I hope you enjoy reading through this issue of our newsletter and that you are inspired by the truly world-class, imaginative and relevant research at Oxford Saïd. Let me also take this opportunity to wish you a peaceful and relaxing holiday season and a happy new year!

Andrew Stephen,
Associate Dean of Research & L'Oréal Professor of Marketing

Honours and Awards

Abrar Chaudhury has been awarded a British Academy Fellowship to research issues of intermediation and the role of intermediaries in emerging policy spaces. Chaudhury was also one of the top five finalists in the 2018 ABTA Doctoral Researcher Awards competition.

Michael Gill's paper 'Reconsidering the value of covert research: the role of ambiguous consent in participant observation' was selected as an Organizational Studies Best Paper for 2017.

In September **Ewan MacDonald** won a conference prize for best poster at the 4th European Social Marketing Conference in Antwerp.

Renée Adams won a Best Paper award in the investments category at the 2018 Financial Management Association meeting for her paper 'Is gender in the eye of the beholder? Identifying cultural attitudes with art auction prices'.

Robert G. Eccles received the Lifetime Achievement CSR

ARRIVALS BOARD

Faculty

Andrew Baum, Professor of Practice

Dan Snow, Associate Professor of Operations Management

Eleanor Murray, Fellow in Management Practice

Matthew Amengual, Associate Professor in International Business

Renée Adams, Professor of Finance

Trudi Lang, Senior Fellow in Management Practice

Researchers

Fani Kalogirou, Career Development Fellow in Accounting

Francois Bares, Research Assistant, Centre for Business Taxation

Heli Helanummi-Cole, Policy Fellow in Entrepreneurship

Honours and Awards cont'd from front page

Award 2018 for his work in the area of Corporate Social Responsibility.

The Academy of Social Sciences has conferred the award of Fellow on 43 leading social scientists, including **Sue Dopson**, who has been *recognised with an award* for her work on transformational change and knowledge exchange in the public and healthcare sectors.

Tania Jain's publication 'Researcher vs advocate:

ethnographic-ethical dilemmas in feminist scholarship' was awarded the Emerald High Commendation award.

Dimitrios Tsomocos has been appointed a member of the Research Advisory Board for the Central Bank of the Russian Federation.

Deborah Anderson received a Mack Institute Research Fellowship for her commitment to the study of innovation management. Anderson also

received the Ronald B. Shuman Award for Best Student Paper, and her dissertation paper was selected for *Best Paper Proceedings* at the Academy of Management Conference 2018.

The first research paper published by the Oxford Future of Marketing Initiative, conducted by **Andrew Stephen, Felipe Thomaz**, and Oxford FOMI partners Kantar Group and Facebook, was shortlisted for a *Marketing Research Society Award*.

Ludovic Phalippou has been awarded a Jack Treynor Prize by the Institute for Quantitative Research in Finance for his paper 'How alternative are private markets?'

Our Marketing Faculty has scored the top spot in the University of Colorado business school's ranking of Best Marketing Departments in Business Schools. Based on UTD ranking data, it is number one in the UK, and second overall in Europe.

Dean's Seminars

Is Gender in the Eye of the Beholder? Identifying Cultural Attitudes with Art Auction Prices

Renée Adams, Professor of Finance

In the secondary art market, artists play no active role. This has allowed Adams and co-authors to isolate cultural influences on the demand for the work of female artists from supply-side factors.

In a sample of 1.9 million auction transactions in 49

countries, the unconditional discount for paintings by female artists was shown to be 42.1%. In artist fixed effects regressions, the gender discount was found to increase with country-level gender inequality. In experiments, participants were unable to guess the gender of an artist, and varied in their preferences for paintings associated with female artists. Renée concludes that women's art appears to sell for less because it is made by women.

Lessons from the Dark Felipe Thomaz, Associate Professor of Marketing

Illicit trade over the internet is as old as the technology itself, with entire communities dedicated to consumption and commerce of illicit goods and services existing on the dark web.

Felipe's research examines the criminal eCommerce world of the dark web, and investigates its structure, incentives and behaviours. His findings demonstrate

that, although the dark web possesses behaviours that are very specific to its environment, it also has many of the same behaviours as the surface web. From these observations, Felipe is looking to identify how marketing theory can contribute to the disruption of various illegal trades, but also how tools developed in this space could help to advance legitimate business.

Colin Mayer leads ground-breaking British Academy report

The report identifies a need to radically reconsider how business will meet 21st-century environmental, social and economic demands, in addition to the challenges of technological advances and globalisation.

The research that informs the report questions the notion that the only social responsibility of business is to increase profits while



abiding by laws and social norms. This first phase of research has identified the nature of the problems that arise from this notion, and presents a framework for addressing them. Detailed policy recommendations will be the focus of phase two, which will start in 2019. [Read more.](#)

Anxious at work? It's time to become a mentor

Research co-authored by **Michael Gill** has found that acting as a mentor to junior colleagues can help reduce the anxiety of the mentor.

The benefits of mentoring to a mentee have been established by previous studies. However, when the co-authors explored the effects of a formal mentoring programme in a constabulary



of the English police force, they found that mentors experienced lower levels of anxiety as well as a sense of greater meaning in their work.

These findings may prove significant for businesses, provoking the question: could mentoring also help such senior managers in fast-paced companies? [Read more.](#)



New report reveals paradoxical role of the Chief Digital Officer

The report 'Understanding Chief Digital Officers' from the Oxford Future of Marketing Initiative, is the first academic study that has sought to understand the Chief Digital Officer (CDO) role in detail.

Academics analysed interviews with 41 CDOs in 13 countries to understand the people occupying this relatively new position, and how they can succeed. Findings demonstrated that

CDOs come from a range of backgrounds, and that the most successful are those who are comfortable with uncertainty and ambiguity.

The report was launched at

an event in London on 23 October. Authors **Gillian Brooks** and **Andrew Stephen** spoke about the findings in detail, and led a panel discussion with a number of CDOs. [Read more.](#)

Should FASB and IASB be responsible for setting standards for nonfinancial information?

In a world of disruptive economic change, with unprecedented challenges from global warming, social inequality and corporate governance, how best can

capital markets receive the information they need to function properly? **Richard Barker** and **Robert G. Eccles** have produced a green paper that contributes to

a conversation around this question, and which was debated at the Oxford Union on 11 December. Based on the debate and feedback from the paper, Richard and Robert will

produce a white paper in which they will give their own views on how best to ensure that the capital markets have the nonfinancial information they need to function properly.

Research in the media

In September, **Bent Flyvbjerg** was interviewed for the BBC's *In the Balance* about big capital investments and behavioural science. Bent's research into megaprojects was also cited in *The CEO Magazine*.

Akshay Mangla was cited extensively by *The Economist* in a piece on management and reform of India's police in August.

During a visit to Sydney, Australia in

October, **Andrew Baum** spoke to *The Sydney Morning Herald* in a piece that commented on the growing influence of co-sharing office space operators.

Marc Szezan was quoted in a *Reuters* article regarding the impact of US-China trade frictions on China's aviation industry. He was also cited in *Aviation Week & Space Technology*, one of the leading aviation industry magazines, regarding

China's commercial aircraft programmes.

Abrar Chaudhury was invited to share his expert views on Pakistan TV news channel Tribune 24/7 on the global warming report by the Intergovernmental Panel on Climate Change (IPCC), released in October.

Richard Cuthbertson has co-authored an article for the *Harvard Business Review* on 'The right way to spend your innovation budget'.

Research funding and new projects

Faculty Research Fund System innovation and the work of leaders

Eleanor Murray and **Marc Ventresca** are working with a team of postdoctoral researchers, MBA students and others to develop a meta-narrative literature review on models, mechanisms and methods for system innovation. The approach uses a historical and philosophical perspective as a pragmatic way of making sense of a diverse and contested literature.

The project starts from the premise that 'systems matter', and integrates insights and lessons from large-scale social innovation, climate change adaptation, resilience theory, robust action approaches, institutional politics and large project transformation studies. This work will support new research, in addition to an experimental module in collaboration with the Global Leadership Institute at the World Economic Forum to bring actionable insights for large-scale systems change to their Leadership Fellows. It integrates new ways of understanding system innovation with Oxford strengths in leadership development, and is part of ongoing efforts initiated by Andrew White to revitalise and re-imagine our executive education offerings.

Collaboration for systems change: a case study of The World Economic Forum's PACE initiative

Aoife Brophy Haney has received support from the Faculty Research Fund in order to pursue a project that aims to understand how a boundary organisation maintains diverging interests after it has been created. This will provide a firm foundation for developing recommendations for practice in designing initiatives that foster productive collaboration across organisational and industry boundaries.

Analysing the foundations of state capacity: frontline bureaucracies in India

Akshay Mangla has received funding to investigate the political and administrative

factors that allow frontline bureaucracies in India to operate effectively. His research focuses on the spheres of primary education and policing, and forms part of broader research to understand the determinants of state capacity in developing countries.

Female leadership potential: tracing women's leadership journey and developmental opportunities

The Faculty Research Fund is providing continued support to **Sue Dopson** and **Michael Smets** to investigate female leadership potential. Funding to date has allowed the research team to build visibility for diversity-oriented research at the School, and to invite senior women from leading organisations to add their voice to research.

ESRC Global Challenges Research Fund

In September **Aoife Brophy Haney** started a new project, in collaboration with partners at University of Cape Town, that focuses on understanding different dimensions of rural electrification and

local business development for small-scale renewables in sub-Saharan Africa. The project will focus on Zambia and Uganda. Data collection began at the end of November.

Other projects

Dimitrios Tsomocos and **Xuan Wang** have started a joint project with Charles Goodhart at the London School of Economics. They aim to build a dynamic model that removes the dichotomy between monetary policy and financial (in)stability, and interact intermediary asset pricing with default risks. The objective is to assess the effectiveness of monetary easing at the zero lower bound.

Mari Sako has been named as a principal investigator on a £1.2 million project funded by the Economic and Social Research Council. Led by the Faculty of Law, the project will examine the potential and limitations of using artificial intelligence (AI) in support of legal services.



Presentations

Zürich and Bocconi University in Milan.

Deborah Anderson presented her doctoral research and co-organised a workshop with Michael Smets entitled 'Towards a practice-driven institutionalism: developing an agenda for future research' at the 2018 Academy of Management Annual Meeting. Deborah also presented at the 2018 Annual Conference on Professional Service Firms in Oxford, and at the Judge Business School, University of Cambridge.

Jan-Emmanuel De Neve gave a Behavioural Economics seminar at Nuffield College, attended the Global Wellness Summit in Italy, and took part in an HR & Leadership Forum in Bulgaria. He also attended the 6th OECD World Forum on Statistics, Knowledge and Policy in South Korea in November.

Judith Stroehle presented her paper 'Exploring social origins in the construction of ESG measures' at the Global Research Alliance for Sustainable Finance and Investment in Maastricht in September.

Rhonda Hadi presented 'Flavor fatigue: how cognitive depletion reduces enjoyment of complex flavors' at the Association for Consumer Research, Dallas, USA, and 'A tactile toolbox: documenting consumer responses to haptic feedback in advertising' at the European Conference of the Association for Consumer Research in Ghent, Belgium. She was also an invited speaker for the BrandZ UK Launch Event in September.

Tania Jain presented her research on intersectionality and institutions at the Latin American and European Meeting on Organization Studies Conference, and her paper on social class and institutional work at the Organization Studies Summer Workshop. She also contributed to a

panel discussion on 'Gender issues in under-researched economies' at the 2018 Academy of Management Annual Meeting.

Ellen Joan delivered her paper on mathematical game theory and bargaining entitled 'Counterpoint theory and the novel function able to solve all continuous solutions to the Nash bargaining problem' at the 2018 Econometric Society Australasia Meeting in July.

Richard Barker chaired the European Accounting Association Corporate Reporting Committee Workshop, which took place in Brussels in October.

Jonathan Reynolds spoke on 'Reimagining the retail store: engagement, innovation and risk' at the annual conference of the Swedish Retail Trade Council in Stockholm in October. He also gave a keynote talk on 'From rewards to shopper engagement: making sense of UK retail loyalty strategies' at the University of Parma's annual Loyalty Marketing conference in November, and gave an invited keynote presentation for Barcelona City Council on 'Digital technologies and the changing retail landscape: lessons for cities and retail business leaders' at the Universitat Oberta de Catalunya in November.

Jonathan also convened a workshop with Professor Isabelle Collin-Lachaud (University of Lille) at the 51st annual conference of the Academy of Marketing entitled 'Who will be the retailers of tomorrow?'

Dimitrios Tsomocos gave seminars at the Central Bank of Chile, Santiago, the Central Bank of Slovakia, and at the Slovak Economic Association Meeting in Bratislava.

To mark the tenth anniversary of the Norwegian gender quota, **Renée Adams** is co-organising the conference 'Board Diversity Quotas: yes, no, maybe?' at Stockholm Business School in December.

Gillian Brooks presented a paper at the Association for Consumer Research conference in Dallas in October: 'Profiting from posts: how online influencers maintain influence despite being paid'.

Heli Helanummi-Cole presented a working paper entitled 'Institutional fields and capital strategies of start-ups arising from a corporate outplacement programme' at the 34th European Group for Organizational Studies Colloquium. She also presented the working paper 'Multi-dimensional embeddedness in transitions from corporate employment to entrepreneurship' at the Academy of Management; and the working paper 'Capital in strategic action fields: resource strategies in transitions from wage-employment to entrepreneurship' at the Organising and Entrepreneurship in Distributed Contexts workshop, at Stockholm School of Economics.

Kevin Curran presented a paper at the EGOS Colloquium in Estonia entitled, 'In or out? Exploring effects of being ranked for high reputation'. He also delivered a paper at the Annual Meeting of the Academy of Management in Chicago, entitled 'Simply the best? Exploring organizational hubris'.

Rupert Younger presented Centre for Corporate Reputation research to OMERS, the leading Canadian private equity and investment firm, at its Annual Meeting in Toronto.

Andrew Stephen delivered multiple talks at the annual Teradata Analytics Universe event, on social media advertising, AI in marketing, and what marketing can learn from engineering. On 30 October he also gave a School webinar on: 'Marketing and AI: game changing or too much hype?'

Joel Shapiro presented 'Stress testing and bank lending' at the University of

Project and initiative news

Mutuality in Business project

The third annual Responsible Business Forum focused on the Economics of Mutuality, with delegates encouraged to learn new management practices and increase trust in business. Watch the session in full.

The Oxford Future of Marketing Initiative November marks the second anniversary of the Oxford Future of Marketing

initiative (FOMI). The second annual FOMI Symposium, which took place at the School on 14 November, saw FOMI partners convene to discuss knowledge exchange, ongoing research and key marketing issues. The final session of the day, which discussed the role of marketing in the boardroom, was recorded live for FOMI and Kantar's *Future Proof* podcast. Listen here.

Andrew Stephen and **Felipe Thomaz** participated in this year's Teradata Analytics Universe event in Las Vegas. Representing the School and FOMI, they met with Teradata executives and analytics experts from around the world. Andrew also attended the annual meeting of Teradata's Advanced Analytics Executive Advisory Council, of which he is a member.

Accepted publications and working papers

These are the publications and working papers that have been accepted or published since the last Newsletter. You can find all the latest publications and working papers in our Research Repository, Eureka: eureka.sbs.ox.ac.uk

Is your accepted publication or working paper missing? Don't forget to Act on Acceptance, otherwise your publication might not be counted towards the next REF. Deposit your accepted manuscript on Symplectic or tell your area administrator.

If you have a working paper you would like to add to the Saïd Business School Working Paper series on SSRN, please email libraryssrn@sbs.ox.ac.uk.



Accepted publications

Adams, R., Keloharju, M. and Knüpfer, S., 2018. Are CEOs born leaders? Lessons from traits of a million individuals. *Journal of Financial Economics*, 130 (2), pp. 392-408. (eureka.sbs.ox.ac.uk/id/eprint/6958)

Amis, J.M., Munir, K.A., **Lawrence, T.B.**, Hirsch, P.M. and McGahan, A.M., 2018. Inequality, institutions and organisations. *Organization Studies*, 39 (9), pp. 1131-1152. (eureka.sbs.ox.ac.uk/id/eprint/6879)

Barker, R. and Teixeira, A., 2018. Gaps in the IFRS conceptual framework. *Accounting in Europe*, 15 (2), pp. 153-166. (eureka.sbs.ox.ac.uk/id/eprint/6825)

Durufflé, G., **Hellmann, T.** and Wilson, K., 2018. Catalysing entrepreneurship in and around universities. *Oxford Review of Economic Policy*, 34 (4), pp. 615-636. (doi.org/10.1093/oxrep/gry015)

Flyvbjerg, B., Ansar, A., Budzier, A., Buhl, S.L., Cantarelli, C., Garbuio, M., Glenting, C., Skamris Holm, M.K., Lovallo, D., Lunn, D., Molin, E.J.E., Ronnest, A., Stewart, A. and van Wee, B., 2018. Five things you should know about cost overrun. *Transportation Research Part A: Policy and Practice*, 118, pp. 174-190. (eureka.sbs.ox.ac.uk/id/eprint/6936)

Gill, M., 2018. The significance of suffering in organizations: understanding variation in workers' responses to multiple modes of control. *Academy of Management Review* (In press). (doi.org/10.5465/amr.2016.0378)

Gill, M., Roulet, T. and Kerridge, S., 2018. Mentoring for mental health: a mixed-method study of the benefits of formal mentoring programmes in the English police force. *Journal of Vocational*

Behavior, 108 (5), pp. 201-213. (eureka.sbs.ox.ac.uk/id/eprint/6887)

Goodhart, C., Isakov, K., Peiris, M.U. and **Tsomocos, D.**, 2018. International debt overhang and monetary policy: a simulation exercise using Czech Republic data. *HSE Economic Journal*. (Forthcoming). (eureka.sbs.ox.ac.uk/id/eprint/6883)

Grewal, L. and **Stephen, A.T.**, 2018. In mobile we trust: how mobile reviews influence consumers' purchase intentions. *Journal of Marketing Research* (Forthcoming). (eureka.sbs.ox.ac.uk/id/eprint/6251)

Hadi, R. and Block, L., 2018. Warm hearts and cool heads: uncomfortable temperature influences reliance on affect in decision making. *Journal of the Association for Consumer Research*. (eureka.sbs.ox.ac.uk/id/eprint/7112)

Haney, A.B., Pope, J. and Arden, Z., 2018. Making it personal: developing sustainability leaders in business. *Organization & Environment*. (doi.org/10.1177/1086026618806201)

Hildebrand, D., Harding, R.D. and **Hadi, R.**, 2018. Culturally-contingent cravings: how holistic thinking increases susceptibility to occasion-setting cues in food appeals. *Journal of Consumer Psychology*. (eureka.sbs.ox.ac.uk/6784)

Kito, T., **New, S.** and **Reed-Tsochas, F.**, 2018. Disentangling the complexity of supply relationship formations: firm

product diversification and product ubiquity in the Japanese car industry. *International Journal of Production Economics*, 206, pp. 159-168. (doi.org/10.1016/j.ijpe.2018.09.002)

Lamberton, C.P., **De Neve, J.-E.** and Norton, M.I., 2018. The power of voice in stimulating morality: eliciting taxpayer preferences increases tax compliance. *Journal of Consumer Psychology*, 28 (2), pp. 310-328. (eureka.sbs.ox.ac.uk/id/eprint/6661)

Mattei, P., **Mitra, M.** and Feiler, T., 2018. The politics of 'social accountability' in England and Germany: democratic control and moral imperatives. *Public Organization Review*, 18 (3), pp. 399-411. (eureka.sbs.ox.ac.uk/id/eprint/6790)

Morrison, A., Schenone, C., Thegeya, A. and Wilhelm, W., 2018. Investment-banking relationships: 1933-2007. *Review of Corporate Finance Studies*, 7 (2), pp. 194-244. (eureka.sbs.ox.ac.uk/id/eprint/6856)

Phalippou, L., Rauch, C. and Ueber, M., 2018. Private equity portfolio company fees. *Journal of Financial Economics*, 129 (3), pp. 559-585. (eureka.sbs.ox.ac.uk/id/eprint/6548)

Ramírez, R. and Finch, M., 2018. Scenario planning in public libraries: a discussion. *Public Library Quarterly*, 37(4), pp. 394-407 (eureka.sbs.ox.ac.uk/6997)

Szezan, M., 2018. How to optimize your human factors program for different operating environments. *FAA Aviation MX Human Factors Quarterly*, 6 (4), pp. 8-10. (eureka.sbs.ox.ac.uk/id/eprint/6987)

Books and book chapters

Goodhart, C.A.E., Kashyap, A.K., **Tsomocos, D.P.** and Vardoulakis, A.P., YEAR. Financial regulation in general equilibrium. In: C.A.E. Goodhart and D.T. Tsomocos, eds. 2019. *Financial stability and regulation after the 2008-10 global financial crisis, Vol.3*. Edward Elgar Publishing (Forthcoming). (ssrn.com/abstract=2034870)

Goodhart, C., Romanidis, N., **Tsomocos, D.** and Shubik, M., 2019. Macro-modelling, default and money. In: Mayes, D., Siklos,

P.L. and Sturm, J.-E., (eds.) *The Oxford handbook of the economics of central banking*. Oxford: Oxford University Press. (Accepted) (eureka.sbs.ox.ac.uk/id/eprint/6932)

Kotak, A., Ozsoylev, H.N. and **Tsomocos, D.P.**, 2017. The lender of last resort in a general equilibrium framework. In: C.A.E. Goodhart and D.T. Tsomocos, eds. 2019. *Financial stability and regulation after the 2008-10 global financial crisis, Vol.3*. Edward Elgar Publishing (Forthcoming). (ssrn.com/abstract=3056389)

Mayer, C., 2018. *Prosperity: better business makes the greater good*. Oxford: Oxford University Press. (Accepted) (eureka.sbs.ox.ac.uk/id/eprint/6941)

Powell, T.C., 2018. Neurostrategy. In: M. Augier and D.J. Teece, eds. *Palgrave encyclopedia of strategic management*. Palgrave Macmillan. (eureka.sbs.ox.ac.uk/id/eprint/4923)

Trevor, J., 2018. Prospects for strategic pay. In: S. Perkins, ed. *The Routledge companion to reward management*. Routledge companions in business, management and accounting. Abingdon: Routledge. (eureka.sbs.ox.ac.uk/id/eprint/7109)

Tsomocos, D. and Goodhart, C.A.E., 2019. *Financial regulation and stability: lessons from the global financial crisis*. Edward Elgar Publishing (Forthcoming).

Whittington, R. and **Anderson, D.**, 2019. Professional structures and practice

change: institutionalization processes in accounting and strategy. In: A. Sturdy, S. Heusinkveld, T. Reay and D. Strang, eds. *The Oxford handbook of management ideas*. Oxford: Oxford University Press. (eureka.sbs.ox.ac.uk/id/eprint/7041)

Working papers

Amel-Zadeh, A., Faasse, J. and Wutzler, J., 2018. Are all insider sales created equal? Evidence from Form 4 footnote disclosures. Saïd Business School Working Paper. (eureka.sbs.ox.ac.uk/id/eprint/6258)

Anderson, A., **Jones, H.** and Martinez, J.V., 2018. Measuring the added value of stock recommendations. Saïd Business School Working Paper. (eureka.sbs.ox.ac.uk/id/eprint/5884)

Brusa, F., Savor, P. and **Wilson, M.**, 2018. One central bank to rule them all. Saïd Business School Working Paper, Oxford. (eureka.sbs.ox.ac.uk/id/eprint/5501)

Buraschi, A., **Piatti, I.** and Whelan, P., 2018. Rationality and subjective bond risk premia. Saïd Business School Working Paper. (eureka.sbs.ox.ac.uk/id/eprint/6275)

Campbell Pickford, H., 2018. Structuring and disseminating responsible investment values in wealth funds. Saïd Business School Working Paper. (eureka.sbs.ox.ac.uk/id/eprint/6806)

Cookson, G., **Jenkinson, T.**, **Jones, H.** and Martinez, J.V., 2018. Best buys and own brands: investment platforms' recommendations of mutual funds. Saïd

Business School Working Paper. (eureka.sbs.ox.ac.uk/id/eprint/6503)

Durufflé, G., **Hellmann, T.** and Wilson, K., 2018. Catalysing entrepreneurship in and around universities. Saïd Business School Working Paper, Oxford. (eureka.sbs.ox.ac.uk/id/eprint/6848)

Kahraman, B. and Pachare, S., 2018. Publicizing private information. Saïd Business School Working Paper (eureka.sbs.ox.ac.uk/id/eprint/5355)

Kumhof, M. and **Wang, X.**, 2018. Banks, money and the zero lower bound. Saïd Business School Working Paper 2018-16. (eureka.sbs.ox.ac.uk/id/eprint/6892)

Nakemson-Ekwall, S. and **Mayer, C.**, 2018. Nomination committees and corporate governance: lessons from Sweden and the UK. Saïd Business School Working Paper. (eureka.sbs.ox.ac.uk/id/eprint/6838)

Sabin, N. and **Reed-Tsochas, F.**, 2018. Able but unwilling to enforce: cooperative dilemmas in group lending. Saïd Business School Working Paper 2018-17. (eureka.sbs.ox.ac.uk/id/eprint/7036)

Other papers

Hellmann, T. and Thiele, V., 2018. May the force be with you: investor power and company valuations. National Bureau of Economic Research. (eureka.sbs.ox.ac.uk/id/eprint/7009)

Research centre and network updates

CABDyN Complexity Network

Marco Haenssger, postdoctoral research fellow at the CABDyN Complexity Network and Centre for Tropical Medicine and Global Health at the Nuffield Department of Medicine has been appointed to the post of Assistant Professor at the Department for Global Sustainable Development at Warwick University, starting in January 2019.

Oxford University Centre for Corporate Reputation

In August the centre hosted the Activist Congress for invited media, academics, practitioners and activists. This aimed to develop ideas put forward in the recently published *The Activist Manifesto*, by centre director **Rupert Younger** and International Research Fellow **Frank Partnoy**. The centre also hosted its annual Reputation Symposium at Saïd Business School.

Rupert joined the inaugural roundtable on the roles and responsibilities of non-executive directors hosted by the Non-Executive Directors' Association. He was also the keynote speaker at the annual conference of the European Association of Communication Directors, and at the Walter Scott Investment Conference.

Skoll Centre for Social Entrepreneurship

The centre, in collaboration with Marc Ventresca, is embarking on a three-year research project around systems change, seeking to build knowledge that can lead to actionable insights, case



studies and tools for systems change practitioners and funders. As part of this initiative, the centre is working with the Skoll Foundation in California and its community of 100+ Skoll Awardees for Social Entrepreneurship, which holds the potential to be a rich vein of insight into the successes, failures, challenges and characteristics of organisations seeking to enact systems change. Alongside this, the centre will be developing and deepening work around impact finance, led by Alex Nicholls. For more information, contact Julian Cottee, Acting Associate Director of Programmes.

Featured research: The best policies to create an entrepreneurial ecosystem

Governments across the globe are intent on creating their own versions of Silicon Valley. The reasons are easy to understand: they want to create economic growth and increase employment and innovation. However, there is no consensus on the best policy approaches to take.

Thomas Hellmann and his co-author Veikko Thiele used a dynamic model of the market for financing entrepreneurial ventures to analyse the effects of two established entrepreneurship policies on entrepreneurial ecosystems: founding policies that encourage entry by entrepreneurs, and funding policies that encourage financing by investors. Founding policies can include training, access to mentoring and expertise, or a reduction in bureaucratic red tape. Funding policies use a variety of methods to encourage investors to channel more funding into start-ups.

A simple model of the demand and supply of capital to fund new ventures revealed that comparable levels of founding subsidies and funding subsidies generate the same increase in entrepreneurial activity. However, founding policies create a greater number of entrepreneurs who are then competing for a limited supply of funds. This results in less favourable investment terms for entrepreneurs – in other words, lower valuations. By contrast, funding policies create a more abundant supply of capital which results in more favourable investment terms for entrepreneurs – that is, higher valuations.

This is significant because creating an entrepreneurial ecosystem takes time and many ‘generations’ of new businesses. Financing of entrepreneurial ventures requires ‘smart’ or ‘experienced’ money – that is, money invested by people with knowledge about the entrepreneurial process, and who adopt an active investment style. This knowledge is best acquired by experiencing the entrepreneurial process itself, which is why a large proportion of the so-called ‘angel’ investors in Silicon Valley were themselves successful entrepreneurs.



So, the wealth created by one generation of entrepreneurs determines the supply of angel capital for the next generation, which means that the differences in valuations resulting from founding or funding policies have important implications.

A key finding from the analysis is that funding subsidies are more effective than founding subsidies for increasing entrepreneurial activity. They increase the amount of wealth that successful entrepreneurs can invest in the next generation of entrepreneurs, thus increasing the amount of entrepreneurial expertise within the ecosystem. Funding subsidies also encourage successful entrepreneurs to become angel investors rather than putting their wealth into a safe asset. This creates a virtuous cycle that permanently increases entrepreneurial activity.

Governments endeavouring to create an entrepreneurial ecosystem should adopt a long-term perspective when evaluating entrepreneurship policies, and focus on the accumulation of experience as a key metric. Most entrepreneurship programmes are evaluated only in terms of direct inputs: how much money is invested in how many companies – or direct outputs, how many companies succeed, and how many jobs were created. Governments can also adopt different roles according to how advanced the ecosystems are. In advanced ecosystems, government policies encourage the intergenerational accumulation of knowledge. In less advanced ecosystems, additional temporary government support can help lift the ecosystem to a minimum threshold of entrepreneurial activity, to set it on to a self-sustaining path. A practical challenge is that policy makers would need to identify where such a critical threshold might lie, and how to implement temporary policies that can be credibly phased out as the ecosystem develops.

Oxford Saïd Research News

Andrew Stephen
Associate Dean of Research

Janice French
Director of Faculty Services

Susannah Cronin
Research Communications
Officer

Emily Baro
Research Manager

Chris Brooke-Hollidge
Research Facilitator

Amy Todd
Research Administrator

Published by Saïd Business School, Research Office,
Park End Street, Oxford OX1 1HP

Oxford Saïd Research Community News is published
once per term during the academic year.

Please send research related news, questions
and comments to Susannah Cronin:
Susannah.Cronin@sbs.ox.ac.uk; +44 (0) 1865 288402.