



KINGS & QUEENS

**Proceedings of the  
Kings & Queens Conference 2018**

Kings & Queens Conference Programme

Friday 21<sup>st</sup> September 2018. Wintec City Campus

9.30-10.15	Registration	
10.15-10.30	Welcome Kings & Queens Director	
	Session 1	
	Long room 1 Chair	
10.30-10.50	Board Diversity and Performance of Microfinance Institutions: Evidence from an Emerging Economy	Sujani Thrikawala & Stuart Locke
10.50-11.10	Sustainability and Corporate Governance: A Comparative Evaluation of Approach for Dangote Group and Gallagher Group	Ogechi Okoro
11.10-11.30	How to improve business process performance using process mining	Arthur Valle
11.30-12.00	Break	
	Session 2	
	Long room 1 Chair	
12.00-12.20	The Education and Practice Gap of Accounting	Angela Li & Adrian France
12.20-12.40	Embedding Environmental Sustainability into Management Studies at TOIOHOMAI	Adele Carson & Don Kannangara
12.40-1.00	Flexible Assessments – Based on Wintec’s Ako	Sunitha Prabhu
1.00-1.30	Break	
	Session 3	
	Long room 1 Chair	
1.30-1.50	Unfolding the Role of Marketplace Resources in Forming Entrepreneurial Narratives	Jamal Abarashi & Shelagh Ferguson
1.50-2.10	Small Business Sport Sponsorship A Case Study	Denise Harnett
2.10-2.30	Relationship Dynamics in Logistics	Clark Luo
2.30-2.40	Closing	Kings & Queens Director

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## Board Diversity and Performance of Microfinance Institutions (MFIS): Evidence from an Emerging Economy

Sujani Thrikawala and Stuart Locke

Microfinance Institutions (MFIs) are important service providers of finance for unbanked people and have experienced a high growth over the past decades. Alongside the staggering growth of microfinance around the world, there have been some serious complaints of unfair practices and low transparency in their affairs. Therefore, it is questionable whether microfinance contributes to a true reduction in worldwide poverty in the short or long terms. This study examines the corporate governance practices of microfinance institutions (MFIs) in India and their relationship with both financial performance and outreach for the period 2007 to 2012. Using unbalanced panel data for 575 firm-year observations, we report that the financial performance and outreach of Indian MFIs improves when they have international/donor representation on their board. Independent directors and client representatives on board perform favourably on financial performance but no impact on outreach. However, female directors on the board increases outreach to the poor people but decrease the financial performance. This study significantly contribute to a better understanding of board diversity of microfinance sector by providing empirical evidence from one of the dominant countries in South Asian region.

# Sustainability and Corporate Governance: A Comparative Evaluation of Approach for Dangote Group and Gallagher Group

Ogechi Okoro

Sustainability has been resonating within the business community and the academia. Indeed, sustainability has moved from being an ideology to a technique that guarantees business profitability. As corporate social responsibility (CSR) is expanding its frontiers to respond to continued agitation for business to treat the planet and its people with respect, sustainability is no longer optional. This research paper aims to demonstrate the curiosity of the author to develop a project in the area of sustainability and corporate governance; in particular, the correlation between sustainability and corporate governance, with the main objective of embarking on a comparative study of the sustainability approach of two companies from two continents. For this work, the author has in mind to evaluate the sustainability approaches of these companies in their supply chain management. Unlike the conventional approach, an intercontinental perspective on sustainability is rare. Therefore, the primary focus of the research will be to investigate the sustainability practices in the supply chain management of two indigenous companies (Gallagher and Dangote) from two continents. The research will adopt a qualitative method for collecting data and other relevant materials from involved parties and triangulation will be used for the analysis. This investigation could potentially identify similarities and difference in approach to sustainability, which could improve best practices for both companies. The report will highlight areas of advantage for both parties in line with current demand for business to be part of the solution to the problems surrounding people, planet, and profits. The work will conclude with a benchmark document for sustainability.

# How to Improve Business Process Performance Using Process Mining

Arthur Valle

Due to the increased use of information systems by organisations to support process execution, detailed information on the implementation of business processes is being recorded. This fact enables using process mining projects as a powerful tool for improving performance. Process Mining is a relative young research discipline that sits between data science on the one hand and process modelling and analysis on the other hand. Process mining allows gaining knowledge of the organization's actual business processes by extracting data from existing information systems mediums such as event logs, transaction logs etc. The purpose of this presentation is to demonstrate how a process for conducting process mining projects was designed, developed and applied in some organisational units. The process was implemented through nine research steps, inspired by the V-model, where elements on the right-hand side aim to answer questions presented in steps on the left-hand side. In the first two steps, the research problem and the research objectives were defined. A literature review was performed in step 3. In the fourth step, requirements for the process were identified and implemented. In step 5, a running example was carried out to test the process. Verification and validation of the process were performed in step 6 and step 7. Step 8 covered the discussion of results. The last step concludes the research, including checking if the research problem was solved. Organisations seeking for performance improvement can now benefit of a process that explicitly states which process mining tools, techniques and algorithms to be used in process mining projects.

## The Education and Practice Gap of Accounting

Angela Li and Adrian France

Educators nowadays may equip students for jobs that will not exist in the future (Shusterman, 2015) or jobs that do not exist yet. Many students face confusion after graduating from tertiary education. Not knowing what to expect, wondering if they can use what they learn from school at work (Elmes, 2017). This paper aims to gather the opinion of accounting students regarding what they think are the demanded skills to get an accounting job after the completion of education. After reviewing the literature, a questionnaire was produced and sent to students at a tertiary institute to gain their opinion. Results were then compared to the skills required in practice by employers when recruiting. The key findings this study obtained were that there is a gap between what soft skills students think is important for an accounting position compared to that of practitioners' view as stated by other researchers. Results indicate there is little difference of required hard skills (accounting techniques) from view points of students and professionals. Further studies should be done with larger samples to generalise more widely. Recommendations are that tertiary schools can partner with local business and accounting firms to provide internship program for all accounting major students. Also students should communicate with other accounting students, possible seniors or past students to gain their thoughts on what is currently lacking in the school education.

A preliminary research was conducted on embedding environmental sustainability into teaching at the TOIOHOMAI Institute of Technology in 2017 and revealed that the qualifications were generally lacking any reference to environmental sustainability. The aim of this research was to embed such element in teaching and measure the effectiveness. Frisk and Larson (2011) have conducted a research on this issue and have identified and proposed four key Sustainability Competencies: Systems thinking and an understanding of interconnectedness, Long-term foresighted thinking, Stakeholder engagement and group collaboration, and Action-orientation and change-agent skills to be included in tertiary education. Methodology involved designing two assignments to teach two of these competencies at NZQA level 5 and 8, along with an assessment survey at each level to collect pre and post student opinions and thoughts about environmental sustainability. A pre-survey was conducted prior to embarking on the assignment, then the same survey was employed once more post completion of the course work, to ascertain any effect. The questionnaire included 17 Likert type statements, plus several demographic questions about respondents constituted the methodology. The findings from the pre and post surveys revealed that the students in lower level class showed considerably higher improvement in most of the aspects related to sustainability issues. However their understanding of intergenerational equity of level 8 students grew much more as a result of the researchers' efforts to embed this key 'competence' into their learning. Results for the level 5 students showed positive change on eight of the Likert statements covered, including awareness and concern of the world's growing population, concern and understanding of human impact on sustainability and the impact they believe individuals and groups can have on sustainability. The survey also revealed that the internet appeared to be a main source of information regarding environmental issues. In conclusion, embedding sustainability at the lower levels appears to be more crucial than with higher level students.

## Flexible Assessments – Based on Wintec’s Ako

Sunitha Prabhu

With the way adult teaching and learning is changing – mainly due to diversity of student population based on age, ethnicity, work experience, and other personal responsibilities, tertiary institutes are moving towards flexible approaches including flexible teaching and learning, and flexible assessments. Flexible assessments is giving learners’ the flexibility with the type of assessment (how), the timing of assessment (when), and the quantity of assessment (how much) they choose to attempt while ensuring that assessment integrity is maintained. This paper will examine the results of flexible supervised assessments run for courses at Waikato Institute of Technology (Wintec) from a learners’ and a teacher’s point of view.



# Unfolding the Role of Marketplace Resources in Forming Entrepreneurial Narratives

Jamal Abarashi and Shelagh Ferguson

The narrative perspective has discussed the role of entrepreneurs as mindful actors who contextualise innovation through their relational, temporal, and performative efforts. Although the agency of material elements is recognised in the narrative perspective, the materials' role is reduced to be controlled and mobilised by entrepreneurs with some existing possibilities of showing resistance. This reductionist approach toward materials has restricted our understanding of the ways materials actively impose their agency, form narratives, and contextualise innovations along with entrepreneurs. This study adopts ANT (Actor-Network Theory) as a lens and explores the role of materials in entrepreneurship process. Specifically, it explores how materials (non-human actors) interact with entrepreneurs, impose their agency, challenge the efforts of entrepreneurs in contextualising innovation, and in turn shape the emerging entrepreneurial narratives.

## Small Business Sport Sponsorship: A Case Study

Denise Harnett

Within a reasonably short timeframe sponsorship has morphed from a passive form of marketing that was often philanthropic in nature (Morgan et al., 2014), to a legitimate element of the promotional mix (Segium & O'Reilly, 2007), and a key strategic business partnership initiative (O'Reilly & Horning, 2013). Sport sponsorship has been defined as the provision of assistance by commercial organisations (sponsors), in cash or kind, to a sports property (sponsee), in exchange for the rights to be associated with the sports property for the purpose of gaining a commercial and economic advantage (Triodi, 2001). While substantial research has been directed towards large organisations and corporate sponsorship, little interest has been focussed on the relationship between small businesses and sport sponsorship (Mack, 1999, Jing 2010). Small businesses are extensively involved in the sponsorship of sports organisations, teams, individuals and events (Slack & Bentz, 2010). As more and more local and regional sport organisations look towards sponsorship as a means to financially support their organisations this relationship will continue to grow. Given that 97% of all enterprises in New Zealand are defined as "small" this research aims to address the gap in the literature and to contribute to the advancement of the 'philanthropic-sponsorship' continuum. The Waikato Rugby Union (WRU) was selected as the case study due to the nature of the sporting code, its established history, and its strong brand. The research applied a qualitative, exploratory approach in order to explore small business perceptions and experiences with sport sponsorship. A series of in-depth semi-structured interviews were conducted with relevant personnel from selected WRU small business sponsors. Interviews were recorded, transcribed and then analysed using grounded theory coding techniques, allowing for key themes to emerge. The study examined the objectives, practices and perceptions of small businesses related to sponsorship decision making. For the purpose of this study, a small business was defined as any enterprise with less than 20 employees. The research findings contradicted previous small business – sport sponsorship literature. The findings highlighted that there was long-term strategic planning, with 75% of the businesses initiated the first contact with the WRU. While decisions were still predominantly made by one individual, they were clearly based on 'corporate' objectives rather than personal preferences and/or a sense of "giving back" to the community. The three top objectives were hospitality, brand awareness and networking. The strength of the WRU brand was also a factor in the decision-making. However, there were little or no formalised internal policies to guide the small business sport sponsorship screening and selection processes in terms of sponsorship opportunities, and limited sponsorship evaluation. As sponsors become more and more a part of the social context that shapes and sustains local and regional sport it is important that both sport organisations and small businesses understand better what motivates, attracts and sustains small business sponsorship. It is unclear is this stage if the findings are a result of the status that Rugby holds in the New Zealand psyche and the professionalisation of the sport, or if this is an evolving trend. Further research into other sporting codes would contribute to the understanding of the small business – sport sponsorship dynamics.

## Relationship Dynamics in Logistics

Clark Luo

In recent years, a growing number of organisations have outsourced logistics services to logistics services providers (LSPs). To account for greater interconnection between organisations, supply chain relationship is crucial for achieving successful logistics outsourcing. Because organisations need to continuously change their decision-making in outsourcing, relationships among organisations in outsourcing are dynamic. Further, because logistics outsourcing has created more supply chain relationships (SCRs) among suppliers, LSPs, and customers, managers need to use a network perspective to manage multiple relationships in the process of outsourcing. The triadic relationship is recognised as the smallest network structure. As a result, the primary goal of this research is to study dynamics of supply chain relationships in logistics outsourcing from a view of triadic relationship. This relationship is called a logistics triad and consists of a supplier, a logistics service provider (LSP), and their common customer. The present research was carried out in two stages. The first stage collected triadic cases from LSPs. To improve validity and reliability, the second stage used a deductive process to test findings of the first stage by collecting triadic cases from suppliers and customers. Results of the comparison between the two stages provided verified research findings because the two stages exhibited close similarity. The research outcomes led to the identification of factors that influenced the relationship dynamics in logistics triads. Among these factors, the combined effects of purchasing volumes, resource capability, and focal firm can override influences from other factors to determine stability and dynamics of logistics triads. Overall, this research makes several major contributions to the knowledge of supply chain relationships: developing an integrative model of triadic relationship dynamics, identifying control approaches used by organisations to dominate triads, and demonstrating organisations' mediating effects on dyadic relationships within triads.

Adrian France

Editor & conference organiser

[kingsandqueensresearch@gmail.com](mailto:kingsandqueensresearch@gmail.com)

027 8510232

