



AIB Research Candidate Conference 2021

**Tuesday, 12 October to
Thursday 14 October 2021**

Book of Abstracts

DAY ONE: TUESDAY 12 OCTOBER	
Day one time	9 am – 11 am plus open session
	Welcome
9:00 - 9:05 am	Prof Gayle Morris, ADR
9:05 - 9:40 am	"An exploration of the use of the Work-Applied Learning (WAL) change model for organisational design in the wine industry within Australia: A case study within Casella Wines" Dr Chris Blockley, KEYNOTE 30 minute talk & 5 minute question time
9:40 - 10:00 am	"Using Artificial Intelligence to Augment and Enhance Human Resource Strategy and Functions: A Case Study." Adrian Kaminski (2nd year, DBA) 15 minute talk & 5 minute question time
	<i>Session Chair: Dr Diane Kalendra</i>
10:00 - 10:10 am	10 minute break
10:10-10:25 am	"The origins and lived experiences of female servant leaders within the Australian Healthcare Setting" Kathryn Clews (1st year PhD) 10 minute talk & 5 minute question time
10:25 - 10:40 am	"Using mixed-reality to deliver a cohesive workplace experience for remote users: Enhancing the remote office environment through virtual implementations and design." Ivan Ocampo (1st year DBA) 10 minute talk & 5 minute question time
10:40 - 10:55 am	"Can sports adapt to cater for older adults' to provide health and social wellbeing outcomes, specifically in Mornington Peninsula?" Jennifer Pitson (1st year MMgt) 10 minute talk & 5 minute question time
	<i>Session Chair: Dr Parth Patel</i>
10:55 am -	Open session in break out rooms, prior to close

DAY TWO: WEDNESDAY 13 OCTOBER	
Day two time	9 am – 10:45 am plus open session
9:00 - 9:15 am	"Finance & Entrepreneurial Business Administration" Adrienne Keyzer (MMgt, 1st year) 10 minute talk & 5 minutes for questions
9:15 - 9:30 am	"The importance of Branding and franchise my own brand in the real life" Ali Shahami (1st year DBA) 10 minute talk & 5 minutes for questions
9:30 - 9:45 am	"Commercial Effectiveness of Electronic Physical Security in Commercial Real Estate" John Gellel (1st year DBA) 10 minute talk & 5 minutes for questions
	<i>Session Chair: Dr Svetlana De Vos</i>
9:45 - 10:00 am	15 minute break
10:00 - 10:15 am	"How Development Projects can be Sustainable?" Sinikinesh Beyene (1st year DBA) 10 minute talk & 5 minutes for questions
10:15 - 10:30 am	"How do boards of privately held, medium sized companies in Thailand operate efficiently?" Brenton Mauriello (1st year DBA) 10 minute talk & 5 minutes for questions
10:30 - 10:45 am	"Innovation factors that affect large, well-established companies " Jayson Williams (1st year MMgt) 10 minute talk & 5 minutes for questions
	<i>Session Chair: Dr Ethan Nikookar</i>
10:45 am -	Open session in break out rooms, prior to close

DAY THREE: THURSDAY 14 OCTOBER	
Day three time	9 am – 12 noon including candidate only session
9:00 - 9:20 am	"Factors that Influence and Change Medical Engagement" Paul Long (3rd year DBA) 15 minute talk & 5 minute question time
9:20 - 9:40 am	"Examining the Interactive Effects of Core Self-Evaluations and Perceived Levels of Support on Employees' Engagement / Performance in the Mining Industry of Australia. " Tafara Chipamaunga (3rd year DBA) 15 minutes & 5 minute question time
9:40 - 10:00 am	"Improving attendance in Outpatients – a systematic approach" Claire Pierce (3rd year DBA) 15 minute talk & 5 minute question time
	<i>Session Chair: Dr Maryam Masoumi</i>
10:00 - 10:10 am	10 minute break
10:10 - 10:25 am	"Peer-to-Peer retail finance platform industry (P2P) within the wider Australian financial sector" Geoffrey Toone (1st year DBA) 10 minute talk & 5 minute question time
10:25- 10:45 am	"Integration of risk management with business strategy planning " Amson Hove (4th year DBA) 15 minute talk & 5 minute question time
10:45 - 11:00 am	"Global Capability – Local Industry" Amanda MacKinnell (1st year DBA) 10 minute talk & 5 minute question time
	<i>Session Chair: Dr Shrimal Perera</i>
11:00 - 11:20 am	20 minute break
11:20 - 11:40 am	"Factors affecting CC adoption and their influence on competitive advantage and business performance across Australian organisations?" Satha Pillay (2nd year DBA) 15 minute talk & 5 minute question time
11:40 - 11:55 am	"Women's career pathways and progression in the Australian mining industry: gendered patterns and barriers" Guilia Savio (2nd year DBA) 15 minute presentation & 5 minute question time
11:55 - 12 noon	<i>Session Chair and Conference Close: Dr Uwe Kaufmann</i>
12 noon -	Candidate only session: Claire Pierce (DBA candidate to facilitate): "Managing your supervisor"

DAY ONE: TUESDAY 12 OCTOBER

Session Chair: Dr Diane Kalendra

Keynote Presenter: Dr Chris Blockley

Title: An exploration of the use of the Work-Applied Learning (WAL) change model for organisational design in the wine industry within Australia: A case study within Casella Wines

Many sales organisations are facing fierce competition in both domestic and international markets. The costs of maintaining salespeople in the field are escalating at the same time that sales organisations are being pressured to increase sales but decrease the costs of doing business. These changes are being driven by several behavioural, technological, and managerial forces that are dramatically and irrevocably shifting the way salespeople and sales managers understand, prepare for, and accomplish their jobs. Organisations must consider the pressures on the modern sales force and align sales structure with business strategy.

This research addressed how, following a substantial increase in market share among the major Australian liquor retail chains, a domestic sales structure within an Australian wine manufacturer can be reviewed from an organisational design perspective. Prior to the study, no change models or restructuring approaches specific to the wine industry were identified, which presented a gap within the literature.

Presenter: Adrian Kaminski (2nd year DBA Candidate)

Title: Using Artificial Intelligence to Augment and Enhance Human Resource Strategy and Functions: A Case Study.

Problem Statement

Artificial Intelligence (AI) has the potential to provide organisations with a competitive advantage, produce desirable financial outcomes and may help to better understand possible failures. It is inevitable that AI will further change the landscape of Human Resource Management (HRM). While there is a potential to augment HRM functions (e.g., planning, work design, staffing, learning and development, and performance management) and gain competitive advantages, efficiencies may also act as a catalyst for some organisations to replace employees with technology solutions. The landscape has changed significantly with the hybrid model of working from home as a result of the COVID-19 pandemic.

Purpose

This study will potentially offer a greater understanding of the perspectives of HR and senior management by asking the following research questions

1. What are the perceptions of management about the contributions of AI across the functions of strategy, HR planning, job/work design, staffing, learning and development and performance management?
2. What is the level of understanding of management on the capability of AI, including what it can and cannot do?
3. How can organisational understandings of AI be effectively leveraged to augment and enhance human resource managers and line managers. This is significant since there has been little research surrounding AI in HRM or AI in general in the Australian commercial media industry.

Methods

Qualitative data collection in this study will be undertaken by conducting interviews with senior HRM managers and senior managers within the case study organisation.

Furthermore, additional interviews will be conducted broadly within the commercial broadcast media sector to capture perspectives and opinions.

Session Chair: Dr Parth Patel

Presenter: Kathryn Clews (1st year PhD Candidate)

Title: A mixed method study into the antecedents of SL in female leaders within the Australian Healthcare setting.

This mixed method research study examines the antecedents and outcomes of Servant Leadership (SL) among female Healthcare (HC) leaders working in Australia. Servant Leadership goes further than transactional and transformation leadership by prioritising their followers needs before their own, acknowledging and supporting the individual wants, aspirations and pursuits (Eva et al., 2019). Limited research into the antecedents of SL on female HC leaders has been demonstrated a gap in the literature, and the use of mixed methods research is a priority for this evolving leadership style.

Using both qualitative interviews and quantitative surveys the research study will answer the following questions (1) What are the factors that promote the development of SL among female HC leaders (2) What are the factors that inhibit SL development among female HC leaders (3) What are the impacts of female servant leaders within the HC sectors at individual, team and organisational level. It is hypothesised that the SL in female HC leaders, increases psychological safety, improve leader-member exchange (LMX) and positively impact the perception of patient care.

Presenter: Ivan Ocampo (1st year DBA Candidate)

Title: Impact of workspace design on employee satisfaction and well-being: Juxtaposing face-to-face and remote-working

Remote working and the home office are integral parts of the modern workplace. Emergent technical innovations have facilitated significant changes in organisational practice.

Employees can now accomplish their tasks anywhere, at any time, without spatial and temporal limitations by using technology and digital collaboration tools. Organisations are drawing on these innovations and implementing remote working to attract, retain and support flexibility-loving employees. However, remote working implementation rarely meets employee and organisational expectations due to the absence of implementation guidelines and reliance on employees to implement a suitable work environment. Hence, remote working is met with reluctance, causing financial pressures on organisations and negatively impacting relationships, well-being, and team cohesion. Indeed, as work is increasingly detached from place, research shows that definitive design strategies for remote working and the home office are absent or vague and generalised, limiting their application. Research expanding this phenomenon to include the relationship between remote work and well-being as influenced by environmental elements, the physical work environment and family constraints is in its infancy. This study addresses these gaps and

underscores critical challenges affecting employees working from home, including technostress, work overload, obstruction to work-life balance, and solitude, and investigates the impact of home-office conditions on employee well-being, compared to face-to-face work and dynamic work across home and office. This study draws on contemporary literature and conducts mixed-methods research to examine the influence of workspace design (face to face and remote workspace) on employees' well-being and argues that good design can support the well-being of employees and their families. The study aims to utilise this knowledge to inform and test new design solutions and strategies to encourage well-being by decreasing the risk of technostress and contributing to a more resilient and cohesive workforce.

Presenter: Jennifer Pitson (1st year MMgt Candidate)

Title: Can sport be adapted to cater to older adults to provide health and social wellbeing outcomes? A case study of Surf Life Saving's "Silver Salties" Sport Australia's Move it AUS: Better Ageing Grant program.

The current research aims to evaluate the challenges of maintaining an active ageing population - both physically and mentally, and examines how sport participation can play a role in supporting healthy ageing. The study focuses on the connection between adapting a traditional sport offering and encourage individuals over 65 years of age to become more physically active. In addition, the study examines the impacts these activities have on the social and wellbeing attitudes of this segment market. The focal research question of the study is "How can sport be adapted to cater to older adults to provide health and social wellbeing outcomes?"

Drawing on social gerontology theory, the study adopts a thematic analysis of available secondary quantitative data to undertake a comparative analysis of Sport Australia and Surf Life Saving's program outcomes. The comparative analysis will evaluate health and social wellbeing older adults and recommend solutions. Further, a systematic review of the social gerontology literature will be undertaken as part of the study.

DAY TWO: WEDNESDAY 13 OCTOBER

Session Chair: Dr Svetlana De Vos

Presenter: Adrienne Keyzer (1st year MMgt Candidate)

Title: "Finance & Entrepreneurial Business Administration."

The purpose of my research is to examine the effect of executive compensation on firm performance within social and governance strategies in Canadian Banking. Executive bankers' compensation appears exorbitant; thus, the research aim is to examine and validate the cost-benefit relationship and justify executive pay. The researcher will analyze the five largest banks in Canada. Understanding the banks' corporate social responsibility strategy which does not encompass, or limit, highly remunerated executives is an objective. The work may present new information to the socio-banking landscape arguing for, or against, non-standardized executive compensation.

Executives in Canadian banking report annually income in excess of the average Canadian household income. For example, the Toronto Dominion Bank (TD) reported their Chief Executive Officer (CEO) having received total direct compensation of \$11.626m (TD Bank Proxy Circular 2021) whilst the median after-tax income of Canadian families was \$62,900 in the same year (statscan.gc.ca). The average family received 0.54% of the CEO pay, pay policies appear skewed amidst CSR mandates. Why is this compensation ethical when underpinned by strategic CSR values? Corporate Social Responsibility (CSR) has become embedded in Canadian banking such that executive compensation is measured against ESG (environment, social, governance), a key performance indicator.

Researching the performance-pay relationship will be completed by mixed methods methodology. An analysis of empirical data such as quarterly and annual reports, primary data surveys, peer reviews, reference group analysis, focus group discussions, and secondary data case studies.

Through this cost-value research the findings may help us understand why, if over-compensation exists, fair pay is not mandated in corporate ESG and CSR policies.

Philosophical and practical considerations may have an immediate impact from the research such as exposing incongruence between exorbitant pay and the executives' value and uncover corporate governance issues.

Time will be a constraint as the research is for master's research, not doctorate. Data availability may not be readily available if the researcher needs to access information by way of the Canada's access-to-information policy framework.

Presenter: John Gellel (1st year DBA Candidate)

Title: How do tenants value security in office buildings across Australia and what are the main drivers of that value?

“How do tenants value security in office buildings across Australia and what are the main drivers of that value?” The answer to this question might appear multi-dimensional, as can be seen by office building industry reports (BOMA 2020; CBRE 2019) and academic papers (Adnan & Daud 2010; Appel-Meulenbroek 2007), which regularly state tenants rank the building’s security as one of their top ten wants. Based on the findings of building industry reports and academic papers, it can be argued tenants do place a value on a building’s security system as part of their leasing decision, however previous literature has never researched the value of security to tenants and what are the main drivers of that value.

Smith and Colgate (2007) states four types of value, (1) functional/instrumental, (2) experimental/hedonic, (3) symbolic/expressive, and (4) cost/sacrifice. All four value types will be investigated in this thesis, which will provide multi-dimensional answers into the research, across four groups: building owners, building manager, tenants and security providers. Mixed-methods research will be used as the topic is considered complex and requires thorough consideration of the robustness of the findings so that generalisations can be made. This research will provide the first Australian evidence on whether (and how) building owners can utilise building security packages to augment the value proposition of their office buildings to tenancies and what aspects of business security solutions are most valued by the tenancies.

Presenter: Ali Shahami (1st year DBA Candidate)

Title: How to build business relationship trust in a virtual environment in immigration law firms during or after Covid 19 pandemic from the points of view of Iranian citizens.

The Covid 19 pandemic has changed our everyday life and affected the ways businesses do regularly. Immigration law firms are one of the businesses that have most affected and moved them to virtual and online sales (Kim 2020). What are the long-term consequences of such developments, and which of these changes are likely to persist for immigration law firms? In addition, and more importantly, how trust and intimacy can be established in virtual environments for customers and employees (Ford, Piccolo & Ford 2017). All the participants in this study will be chosen from Persian (Iranian) nationalities, as the concept of this study is to find out “how to build business relationship trust in a virtual environment in immigration law firms during or after Covid 19 pandemic from the points of view of Iranian citizens. Mixed method research and a sequential exploratory strategy will be adopted in this research (Terrell 2012). An initial phase of qualitative data collection will be interviews and analysis, followed by a quantitative data collection and analysis phase.

Iranian customers will be selected for the qualitative phase based on theoretically relevant criteria and complete absorption of the facts provided by the interviews. A representative sample will be used in the quantitative phase. For the quantitative phase, questionnaires will be distributed. The quantitative survey results and the interview narratives will be analyzed (Hidalgo et al. 2020). The result of this research, will reveal hierarchical factors and innovative ideas for Iranian immigration law firms to follow during and after the Covid 19 pandemic to build trust with Iranian customers in a virtual environment (Dore et al. 2020).

Session Chair: Dr Ethan Nikookar

Presenter: Sinikinesh Beyene (1st year DBA Candidate)

Title: How Development Projects can be Sustainable?

Sustaining development gains across the world has become one of the main agenda for UN. Sustainable development is a multidimensional concept that advocates for trade-off between economic growth, social welfare, and environmental protection. With this broader goal, various policies and programmes have been designed and implemented at global scale and huge resources invested on development projects. Development projects are designed and implemented with the objective of improving social welfare and to protect the environment. However, the results are insignificant and short term given the prevalent failure of some development projects. Despite studies identifying the causes for the failure and unsustainability of development projects, the problem is persistent. This research is motivated by the recommendations of researchers for in-depth investigation of the root causes of this persistent problem.

Through case study research design data will be collected on the views and experiences of different stakeholders involved in project design, funding, and implementation to address questions such as, why and how development projects fail and whether there is regional variation in terms of performance and sustainability of development projects.

The research will enhance the knowledge in the field that can inform decision-makers and development practitioners for improved policy and programme formulation and implementation to enhance the success and long-term impact of development projects. Moreover, the field of management is rich both in empirical research and theory related to business sustainability, but it only presents broad views with regards to sustainability of development projects. Accordingly, the research is intended to contribute to sustainability and sustainable development theories and literature.

Presenter: Russell Clark (1st year MMgt Candidate)

Title: The Cheers Effect – The Third Place

The study on the “The Cheers Effect” will be based as proposed research into the importance of a bar, restaurant or pub in the City of Adelaide, and the sense of community that the venue develops with its clientele and regulars. An important question by the researcher is to determine, has the venue become a Third Place? As is described in 1989, by the American Sociologist Ray Oldenburg in his book *The Great Good Place*. (Oldenburg, 1989)

Our homes are listed as our First Place, our Work Place is our Second Place, and our Third Place is a place where a person can go for social connection that is removed from the home and work. A Third Place does not have to be a pub, bar or restaurant as the researcher is

proposing to study, it can be a church, library, café and so on. Oldenburg, proposed in his body of work that a Good Third Place is an important social meeting and gathering place as they are the “anchors” of community life and facilitate and foster broader, more creative interaction. (Oldenburg, 1989).

The proposition of the researcher in this instance is to embark on a research project to answer the question. Is the existence of a third place or Cheers Effect, We go “where everyone knows our name” (Gary Portnoy, 1982) important to the city of Adelaide post COVID-19 and if so what is the social and economic benefit to the city of Adelaide?

Presenter: Brenton Mauriello (1st year DBA Candidate)

Title: How do boards of privately held, medium sized companies in Thailand operate effectively?

This research aims to focus on how to better understand and possibly improve the function and effectiveness of boards of directors operating in the Thai context.

Until the Asian Financial Crisis of 1997, Thailand had been one of the best long-term economic growth performers, growing at an average of 6.2% per year since data was first registered in 1952 (Jitsuchon 2012, WORLDBANK 2021). Since 1997, Thailand’s economic growth rate has been somewhat more turbulent, given the 2006 and 2014 military coups, the 2008 World Financial Crisis and the 2020 World Health Crisis (WORLDBANK 2021).

Post 1997, the Thai business environment has been subject to a series of reform initiatives (Siengthai and Bechter 2005, Sussangkarn and Nikomborirak 2011). One of the main issues was to focus on corporate governance regulation (Limpaphayom and Connelly 2004, Hays 2008 (2014), OECD 2021). Semi-governmental organisations (such as the Stock Exchange of Thailand SET/ Security and Exchange Commission SEC) and professional organizations (such as the Thai Institute of Directors IOD) have been active in establishing a framework for boards and directors that allow a better understanding of the directors’ responsibilities (Persons 2006, SEC 2017a, ThaiIOD 2017, SET 2021a).

However, much of the framework introduced was established under the guidance of World Bank principles and is based on the Anglo-American model of corporate reforms designed to speed up economic recovery (WORLDBANK 2000, Suehiro and Wailerdsak 2004). The amount of research published - about how specifically Thai boards of directors function within this system is limited. Extent literature, such as by (Limpaphayom and Connelly 2004), (Jongsureyapart 2006), (Sebora and Jangvijitkul 2006), (Kruapong 2010), (Chancharat and Chancharat 2019), or (Oupananchai 2019) focuses primarily on Thai board structures and performance of publicly listed companies, rather than on medium sized, privately held companies (Lewchalermwongse 2010). With an intent to seek improved comprehension and add to the extent literature this research will focus on privately held, medium sized

companies by addressing the following principal research question: How do boards of privately held, medium sized companies in Thailand operate efficiently?

Presenter: Jayson Williams (1st year MMgt Candidate)

Title: Innovation factors that affect large, well-established companies

This research project aims to identify factors that affect large, well-established companies that either encourage or hinder the adoption of innovation and then propose recommendations through which companies can overcome barriers that foster innovation. A preliminary literature review has shown there are barriers and incentives that apply to larger, well-established corporations, noting these companies are typically slow to innovate. There are some interesting case studies of companies who were able to innovate, such as the considerable success of well-established Apple iPod/iTunes franchise, or companies that have failed, such as the Kodak company. These companies appear to have structures that either allowed or blocked innovative ideas to activate, which may have been a result of their corporate governance or business structure. By analysing qualitative and quantitative data from public or private organisations operating in the emerging market of China, this study will examine the positive steps that have enabled leading companies to implement new innovation ideas.

The method of research to be conducted will be a case study methodology, including both quantitative and qualitative surveys and interviews. By accessing company data, interviews and research will be conducted to understand the factors these companies face that hinder or encourage innovation. This proposal will study the adoption of innovation ideas within a case study, exploring whether their company structure allows new ideas to come to fruition and whether there are “blockers” or employment engagement issues. The case study analysis will also contribute learnings around innovation to current literature.

DAY THREE: THURSDAY 14 OCTOBER

Session Chair: Dr Maryam Masoumi

Presenter: Tafara Chipamaunga (3rd year DBA Candidate)

Title: Examining the Interactive Effects of Core Self-Evaluations and Perceived Levels of Support on Employees' Engagement / Performance in the Mining Industry of Australia.

In the modern era, organisational survival is no longer based on technological superiority alone, but also through a unique competitive advantage brought about by engaged employees. This realisation has resulted in the proliferation of research on how employees unveil their physical, cognitive, and emotional selves to their work and organisations.

Despite over three decades of research on engagement, the construct is still riddled with ambiguity, and engagement varies within organisations where some employees are relatively less engaged than others. This leaves human resource practitioners akimbo as to the causes. In Australia alone, unengaged employees account for nearly \$5Billion unrealised production per year.

This study seeks to develop deeper understanding of the mechanisms that leads to the manifestation of engagement in employees by examining how individual dispositional level traits interact with a specific situational factor to predict higher vs lower levels of employee's engagement in the workplace. More specifically, the research aims to examine the interactive effects of core self-evaluations and three levels of perceived support (Organisational, Supervisory and Co-workers) on employees' engagement and subsequently their performance in the Australian Mining Industry. This will not only help in bridging the existing gap in knowledge, but it will also provide strong empirical evidence to support practitioners in developing effective strategies that are needed to mitigate variations in employees engagement in the workplace. A 62 items questionnaire is used to collect cross-sectional data from 400 employees working in the Australian Mining sector. Data will be analysed using a variety of statistical techniques that are considered appropriate for a typical moderated mediation model.

Key words: Employee Engagement; Perceived Organisational Support; Perceived Supervisory Support; Perceived Co-worker support; Core Self-Evaluations; Employee Performance

Presenter: Paul Long (3rd year DBA Candidate)

Title: Factors that Influence and Change Medical Engagement

To explore medical engagement at two teaching hospitals and a 500 bed private hospital (1) in 2 states; and how and why are doctors more or less engaged at the sites, different clinical specialties, career stage and staff grade. A survey was emailed to all junior and senior medical staff, seeking responses to 30 pre-determined items,. The survey results informed the qualitative data which was collected by conducting interviews with 48 doctors.

The qualitative data aligns with the survey data. Senior doctors working at all 3 were less engaged on Feeling Valued and Empowered, when compared to Having Purpose and Direction or Working in a Collaborative Culture. This appears to be related to work satisfaction and whether they feel encouraged to develop their skills and progress their careers. Juniors doctors at 1 site are much less engaged than colleagues working at another. Since their formal training pathways are identical the informal training experience appears to be an engagement factor. There are numerous factors that influence and change how engaged doctors are working at the study sites.

This study has shown that medical engagement is a multi-factorial phenomena which spans the relevant multiple professional sub-cultures, and which is influenced by many interrelated factors, within the organisational context. Further research is required to better understand these factors. Despite medical engagement is recognised as crucial, little is known individual and organisational factors that support doctors to be engaged, particularly in the private sector.

Presenter: Claire Pierce (3rd year DBA Candidate)

Title: Improving attendance rates in outpatient clinics using a mixed methods action research approach.

Access to outpatient services are a challenge for most countries that offer universal healthcare. Increasingly patients are having to wait as demand exceeds capacity and the more urgent patients get priority. Long wait times for an outpatient appointment may worsen outcomes or reduce expected health gains compared with timely treatment. Patients routinely fail to attend allocated appointments. The cost of one patient failing to attend an appointment is an opportunity missed for another patient to attend. Whilst government Access Policies detail best practice for optimising attendance rates Australian public hospital have wide ranging failure rates, sometimes as high as 50%. International research indicates that a failure of 5% is best practice. Whilst forgetfulness is the most common reason for failing to attend there is no other research findings available to guide how to fix this problem. Reducing the non-attendance rate is complex and multifactorial.

The goal is to identify the reasons for failing to attend an outpatient appointment and to develop a change process to improve the failure rate. The research methodology is mixed methods action research (MMAR) using a sequential Qual Quan design. The research will be conducted over two phases. Phase 1 will focus on the collection of information through semi structured interviews combined with secondary data - the failure to attend rates at the researcher's organisation. Phase 2 will be the establishment of action research groups tasked with implementing improvement solutions using the following data collection approaches; observational study, observational checklists and review of the secondary data. The findings of the research have the potential to create more capacity in the outpatient services at no additional cost for the researcher's organisation as well as policy implications via the transfer of learnings to other health services.

Session Chair: Dr Shrimal Perera

Presenter: Geoffrey Toone (1st year DBA Candidate)

Title: Peer-to-Peer retail finance in Australia.

My research is set to look at the Peer-to-Peer retail finance platform industry (P2P) within the wider Australian financial sector. This is a fascinating area of research given the Australian industry has been commercialised over the past decade with a number of P2P platforms entering with little evidence of sustainable financial success. The premise of these platforms surrounded financial disintermediation by utilising the internet to provide direct consumer finance products (lending and deposits) outside an intermediary such as a commercial bank.

This research primary question is what does the future hold for P2P finance platforms in Australia? The first supporting research question considers the legislative and governance framework in Australia. The second supporting research question considers the scale implications of a P2P platform operator and the P2P industry itself within the Australian financial services sector. The third supporting research question considers what strategies can be employed in this industry to attract and maintain customers.

These research questions are expected to be answered using mixed methods research methodology. Research to date has established that light and incomplete secondary data sets are available. Thus, mixed methods research offers ability to blend quantitative and qualitative data sets together. Primary and secondary sources of data will be used across legislation and governance sources, industry case study, customer surveys, semi-structured interviews and focus groups.

I expect findings to have implications across the regulators, P2P sector, FinTech sector, academics and the Australian financial sector as a whole.

Presenter: Amson Hove (3rd year DBA Candidate)

Title: Integration of Risk Management with Corporate Strategy and Business Planning

The current thesis investigated how senior management can integrate corporate strategy plan development with risk identification/management using a case study of XYZ mining company. Previous studies on risk management and strategic development do not explore integration of risk management in strategic planning. While there are research materials on risk management and strategic planning, little attention has been provided to integration of the two concepts in a practical environment. Additionally, previous researchers have not identified various types of risks that affect strategy development and business planning in the mining sector. The findings highlight evidence of four themes developed in the analysis: Risk identification and assessment, strategic planning, integrated risk management

strategies, and effectiveness of the integrated risk management strategies. The results show that risk management strategies are essential for corporate development as they promote the success of the business, emphasize avoidance, and handling of risk, and develop adaptable business systems. Mining projects are characterized by hazards and uncertainties that require systematic processes to identify and manage risks to ensure people, the environment, and the projects are not exposed to risks. The study highlights different methods of risk assessments such as SWOT analysis, qualitative and quantitative assessments such as decision matrices that are used to identify the likelihood of occurrence of risks and the impact on the organization, the workers, and the environment.

Understanding how different levels of risks impact the organization's objectives and strategic plans is crucial when integrating risk management strategies into strategic planning.

Presenter: Amanda MacKinnell (1st year DBA Candidate)

Title: Disaster, Disorders & Deployments-Towards Antifragility in Australian Defence Supply Chains

Considering the gains made when lessons learnt from stress, tensions and disorder are used to redefine organisational structures, reshape strategies and generate innovative approaches across Australian industry.

Increasing emphasis is being placed upon the need for resilience in supply chains and their component organisations in delivering Australian Defence Capability, however the quest for robustness, agility and resilience has the potential to inadvertently cause businesses and supply chains to become more fragile instead.

Supply chains, whether domestic or global, frequently take a linear approach, with forecasting, purchases, manufacturing, sales and delivery existing for the purposes of increasing revenue, achieving economies of scale, and advancing technology. Positioning decisions for these supply chains, led by multinational corporations, might be made for taxation reasons, cost of manufacturing and secure access to resources however this reasoning does not always achieve the Defence industry and sovereign capability building envisaged by both the Australian and New Zealand governments.

Examining the disruption of global supply chains in times of geoclimatic and other disaster-scaled events, whilst seeking to enhance Australian industries' natural advantages in supporting Defence's current and future needs offers lessons to a range of stakeholders.

These lessons particularly apply to the Strategic Policy and Intelligence Group (SP&I) and the "Primes" – the global multinational corporations who are vying for the major programs envisaged under the Defence White Paper (2016) and the Defence Industry Policy Statement (2020).

Looking at concepts associated with Antifragility, has prompted consideration of the philosophies of Kintsugi and Tensegrity, to focus upon “gaining from disorder”. Kintsugi offers guidance in the value of undertaking this healing practice in order to learn from a disruptive event, as well as demonstrating the value gained during the rebuilding process. Tensegrity dynamics rely upon a network of “tensioners” and “support beams” and can be likened to the internal arrangements of a business. Mapping the techniques of importance during a rebuilding process within a business, and behaviour across a broader supply chain offers practical opportunities for Defence and industry to understand, prepare for, and address the impacts of disruptive events.

Session Chair and Conference Close: Dr Uwe Kaufmann

Presenter: Satha Pillay (2nd year DBA Candidate)

Title: Factors affecting CC adoption and their influence on competitive advantage and business performance across Australian organisations?

Cloud computing (CC) is fast becoming an essential part of most organisations' Information Technology (IT) strategies. CC is a method of providing Information Technology (IT) services utilising remote servers over an internet connection. CC enables organisations the access and use of IT infrastructure (hardware and software) via the internet with almost unlimited capacity. As a result, it is expected that CC will reduce the costs of traditional IT services and infrastructure such as enterprise resource planning (ERP) systems, big data analytic systems and storage whilst increasing efficiency, innovation, flexibility and scalability. Numerous studies have been conducted in this area globally and in Australia. The focus of these previous studies has been on the factors affecting the adoption of cloud computing without exploring its value to organisations. In the Australian context, research has predominantly focused on government organisations and small and medium enterprises (SME). This study aims to investigate the value of cloud computing by exploring its impact on the competitiveness and business performance of Australian organisations across all sectors and sizes.

Using Tornatzky and Fleisher's (1990) Technology Organisation Environment (TOE) model as a framework, a confirmatory factor approach was taken to address the factors affecting adoption based on previous studies. As IT strategy is a key enabling capability to achieve business objectives and improved performance, Michael Porter's (1985) competitive strategies of cost and differentiation were adopted to investigate the impact of cloud computing on competitiveness and the impact on business performance from a financial (cost, revenue) and non-financial (innovation, customer experience) perspective.

This research is currently in the data collection stage.

Presenter: Giulia Savio (1st year DBA Candidate)

Title: Women's career pathways and progression in the Australian mining industry: gendered patterns and barriers

Research shows that companies with higher numbers of female senior executives have stronger financial and organisational performance, demonstrating that it makes good business sense to have females operate in these positions. Yet even with this strong business case supporting the value of having women in top roles and females both receiving higher education as well as entering into the workforce more than ever, the majority of senior executive positions in almost all OECD countries are primarily still held by men.

The purpose of this research is to examine the challenges women face when seeking senior positions in the Australian mining industry. The study focuses on both cultural and structural barriers that hinder women's career progression. It also explores the organisational policies and practices that facilitate female career advancement, and/or representation in senior roles within the sector.

The central research question focuses on why women are underrepresented in senior management positions within the male dominated industry. Drawing on Acker's intersectionality theoretical framework of gendered organisations, this study uses Mixed Methods Research (MMR) as the suitable approach to investigate the social construction of reality. This methodology is preferred due to the study context, research problem and type of exploration questions.

Poor performance by the industry in this space provides strong justification for the need for research in this area, which cannot be adequately explained with the existing literature, to first understand why, and secondly analyse interventions to improve it for the benefit of all stakeholders. The research problem was further identified due to challenges incurred by the researcher as a female operating in the industry with aspirations to progress her career to the c-suite, but with so few female role models at this level in the sector, gendered patterns need to be better understood to better support future success for all.