

# PROFILE

## Southampton Business School uses computer modelling to determine improvements in NHS health services for the elderly

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### SPOTLIGHT ON:

University of Southampton start-up incubator, Future Worlds, brings entrepreneurial ideas to fruition

### RESEARCH:

How companies can seek new opportunities while continuing to improve their products

### LATEST NEWS:

Sustainability research featured in ITN productions film

# WELCOME TO PROFILE



Welcome to the latest edition of Profile magazine. Following an unusually sunny and warm summer at the University of Southampton, we have welcomed our new students and members of staff for the new academic year and look forward to getting to know them better.

Southampton Business School academics are making a difference in many sectors. Over the last 25 years, Professor Sally Brailsford has been using analytical techniques from Management Science and Operational Research to improve healthcare, employing the latest modelling software to help make clinical decision-making systems more efficient. Sally is working alongside colleagues in Health Sciences in her current projects and we explore her research in more detail in this edition. Many other colleagues are partnering with leading academics in other disciplines at the University of Southampton such as Mathematics and Computer Science, pushing the boundaries of knowledge to change the world for the better.

Our academics continue to be recognised for their expertise and skills; Gavin Midgley has spoken at several events about the likely effects of Brexit on the business community and commented on the Chancellor of the Exchequer's autumn budget on BBC Radio Solent; Richard Cartwright has been named in the latest Disability Power 100 list; and I am delighted to have been elected as Vice Chair of the Council of the Chartered Association of Business Schools (CABS).

Southampton Business School also features in a programme from ITN Productions. 'The Impact Factor', produced in partnership with CABS, examines how research carried out at UK business schools is making a difference to companies and organisations. Dr Denise Baden's pioneering work on sustainability in hairdressing is included in the programme. She has also won the Research Impact prize from the Economic and Social Research Council for her initiative.

To keep up to date with our activities, why not follow us on our social media channels: @SotonBusiness on Twitter and Southampton Business School on Facebook and LinkedIn.

*Martin Broad*

**Professor Martin Broad**  
Head of Southampton Business School

## TALK TO US

**Have you worked with Southampton Business School?**  
Share your experience with us and you could feature in a future edition of Profile.

Contact: [enterprise@southampton.ac.uk](mailto:enterprise@southampton.ac.uk)

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# IMPROVING EFFICIENCY IN THE NHS

Sophisticated computer simulations that aid decision making could hold the key to improving health services for the elderly in the NHS.

Researchers in Operational Research and Management Sciences, led by Professor Sally Brailsford, are working with colleagues at other UK universities to evaluate different models of emergency care for older people.

“Hospitals have developed various systems to diagnose and treat elderly people who are admitted to accident and emergency departments, and some of these ‘patient journeys’ work better than others,” she explains. “Researchers will gather information on all the different options and then our team at Southampton will use computer modelling and operational research methods to find out what works best both for patients and the NHS.” The project is led by the University of Leicester and funded by the National Institute for Health Research (NIHR).

Sally has worked in healthcare simulation for more than 25 years, evaluating treatments and programmes to redesign and improve service delivery. She is the only person ever to have won the Operational Research Society’s Goodeve Medal three times: in 2004 for modelling emergency healthcare services in Nottingham, in 2006 for modelling chlamydia infection, and in 2015 for modelling the supply and demand for dental care in Sri Lanka.

#### Computer modelling in Health and Social Care

The Health Foundation’s Advancing Applied Analytics programme is also employing Sally’s expertise in computer modelling. The first project, led by the Hampshire and Isle

of Wight Sustainability and Transformation Partnership, will use simulation models drawn up by Dr Richard Guerrero-Ludueña from Health Sciences to examine how mental health services are configured and how they can be improved. Researchers will also train local data analysts in problem structuring and modelling techniques to continue the work.

“Sally’s experience will be vital in transforming the quality and efficiency of NHS mental health services in England. Her support and guidance have been instrumental to my modelling and simulation work with NHS organisations,” says Richard.

The aim of the second Health Foundation research project, which is led by Kent County Council, is to establish a Community of Practice to increase skills and knowledge of simulation modelling among clinicians and people working in health and social care. Sally is leading a one-year evaluation

of this project, together with Professor Con Connell, Dr Jonathan Klein and Dr Steffen Bayer from the Business School.

Operational Research, sometimes referred to as the ‘Science of Better’, is the discipline of applying scientific methods to help make better real-world decisions. It is used by managers, policy-makers and other decision-makers in virtually every area of business, industry, the public sector, and the charitable sector. Researchers employ methods from many different fields, including mathematics, statistics, analytics and data science, computer science, psychology, economics and behavioural science. Southampton’s Centre for Operational Research, Management Science and Information Systems (CORMSIS) is one of the UK’s largest OR/MS groups and offers seven MSc programmes in OR/MS.

#### Sally Brailsford:

Sally Brailsford, Professor of Management Science, worked for several years as a nurse in the NHS before obtaining an MSc and a PhD in Operational Research from Southampton. She has worked for over 25 years in many different disease fields including diabetes, cancer, mental health and HIV/AIDS, in addition to emergency care and end-of-life care. Her research centres around healthcare simulation modelling; evaluating treatments, allocating resources and improving service delivery.



# AMBIDEXTERITY IN THE FINANCIAL SERVICES

Laura Costanzo, Professor of Strategy, Innovation, and Entrepreneurship, explores how companies can continue to improve their core products while seeking innovation to drive success in competitive markets.

In today's turbulent world, business leaders need to run their companies as efficiently as possible, continually updating their products, services and processes while at the same time constantly looking for fresh ideas and innovations. How can they do both?

Traditionally, improving current systems (exploitation) and searching out new opportunities (exploration) are seen as two opposite poles that need to be kept in balance. Too much focus on improving the core business can lead to 'a success trap' of organisational inertia and reluctance to change. Too much concentration on developing exciting innovations may result in a 'failure trap' if they are introduced too quickly.

However, a fresh look at this age-old dilemma suggests these two different activities can be complimentary and actually support and reinforce each other.

Laura has researched how UK-based financial services firms can be ambidextrous. Some

have set up separate project-based units or teams to progress exploitation and exploration, but she believes this architectural approach can lead to staff losing sight of the big picture in favour of a limited focus on their own projects within the group. A better approach would be for companies to turn their attention to the outside world, examine closely what's happening within their industry, judge how the future may evolve, and then refine their strategy accordingly.

During interviews with 41 senior managers in both large and niche firms, Laura encouraged them to consider issues of exploitation and exploration from a wider corporate perspective. She found niche firms tend to bring new products and services to market to attract new customers while continuing to improve their current offer to keep present customers' loyalty. By contrast large firms operating across many financial markets place a greater emphasis on cost control than innovation and new product development.

There is not a 'one size fits all' answer to the exploitation/exploration dilemma. Structured units may reduce mistakes and inefficiencies, benefiting margins and performance in the short-term. But a flexible approach, which requires resource-flexibility, to exploration is important for success in competitive markets in the long-term.

Laura's research also suggests that, within the financial services sector, companies do not need necessarily to employ outside experts to innovate. Experienced in-house managers should not be ignored when project managers are needed to bring in change through top-down and bottom-up strategic conversations, because they already have a wealth of specialised in-depth knowledge of the company's products and services.



# CHANGING THE WORLD, ONE IDEA AT A TIME

Our on-campus startup accelerator, Future Worlds, helps aspiring student and academic entrepreneurs change the world with their ideas.

Future Worlds hosts startup talks, skills workshops and investor pitching opportunities and accelerates new ventures through one to one support and its network of seasoned founders and millionaire entrepreneurs.

Resident Future Worlds mentor Ben Clark is now working closely with Southampton Business School to encourage students, researchers and academics to make the most of the support available to pursue their own innovations.

“My aim is to encourage Business School members to start their entrepreneurial journey,” explains Ben. “Too many people

give up on their idea before they’ve even begun, but with help from Future Worlds there has never been a better time to turn a great idea into a world changing startup.”

Since 2015, over 200 entrepreneurs have been supported, leading to the launch of new companies in locations from Silicon Valley to Tanzania backed by millions of pounds of investment. Each year Future Worlds promotes Southampton entrepreneurs on the world stage at the Consumer Electronics Show in Las Vegas, which attracts 180,000 attendees and the world’s press and at this year’s Future Worlds Dragons’ Den event, £200,000 was invested in four student startups.

Future Worlds’ purpose-designed campus accelerator provides the perfect location to grow connections and access resources, housing our resident startups and offering hot-desking and flexible meeting space. The Future Worlds website promotes the latest startups, events and mentors, and includes a wealth of learning material for entrepreneurship.

Contact Ben Clark to find out how Future Worlds could inspire you:  
[benclark@southampton.ac.uk](mailto:benclark@southampton.ac.uk)

# SOUTHAMPTON BUSINESS SCHOOL HIGHLIGHTS

## STUDENTS LEARN THE INGREDIENTS FOR SUCCESSFUL INNOVATION

Benihana - an innovative London restaurant, which combines food with entertainment - provided an unusual learning environment for Southampton Business School postgraduates earlier in the year.

Hiroaki (Rocky) Aoki took Japanese cuisine into the mainstream in 1964 when he opened his first restaurant in New York. His twist was to bring chefs out from the kitchen into the dining area to cook in front of customers on hotplates – slicing, dicing and flipping the ingredients before their eyes. The concept has been featured in the Harvard Business Review.

Southampton Business School academics Dr Shahnaz Ibrahim and Dr Vadim Grinevich from the Department of Strategy, Innovation and Entrepreneurship took MSc students on the Strategy and Innovation Management programme to the restaurant in Chelsea to see how the idea operates in practice, while also getting to sample the menu themselves. They were accompanied by service innovation module leader Dr Dorrie Chao and department head Dr Laura Costanzo.

“After our students examined this case study, we were all interested to find out how and why it works in real life,” says Shahnaz. “Benihana brought entertainment to the restaurant industry for the first

time, together with an efficient business model. Employing chefs to cook in the dining room reduces the need for kitchen staff and serving customers quickly at their tables results in a quick turnaround and more profit for the restaurant.”

Student Can Gazioglu adds: “It was a tremendous opportunity to see how the concept works in London. We had a good meal and the chefs were entertaining.”

“Benihana started with Rocky’s dream to introduce Japanese cuisine to wary American diners, but the owners also brought in an efficient operating system to maximise profit and reduce waste, and this combination makes the company an effective case study for our students,” adds Vadim.



Students visit Benihana restaurant in London

## NATIONAL ROLE FOR HEAD OF SOUTHAMPTON BUSINESS SCHOOL

Head of Southampton Business School Professor Martin Broad has been elected as Vice Chair of the Council of the Chartered Association of Business Schools and will be contributing his expertise to the organisation while also gaining a unique insight into the varied challenges and opportunities facing the sector in years to come.

Martin also chairs the Association’s International Committee which recognises the importance and value of international students to higher education in the UK and promotes UK business schools around the world.

“I am looking forward to taking my seat representing Southampton Business School and meeting influential leaders in business and management education,” says Martin. “This is a period of change in UK higher education and I am sure my involvement with the Chartered ABS will benefit our colleagues and students.”

## ACCOUNTANCY LECTURER MAKES POWER 100 LIST

Accountancy lecturer Richard Cartwright has been named as one of the 100 most influential people with a disability in the UK.

Richard was honoured in the Shaw Trust Disability Power 100 List, alongside Paralympian Jonnie Peacock, comedian Alex Brooker and actor Warwick Davis.

“It is a real honour to be listed alongside such impressive people who are making profound contributions, and it is very humbling to be told that you are inspiring. I simply enjoy what I do for a living and the different opportunities it has brought me,” says Richard.

Richard is Principal Teaching Fellow, Deputy Head of Southampton Business School’s BSc Accounting and Finance programme and a member of Senate. Outside the University, he is an elected member of the Institute of Chartered Accountants in England and Wales (ICAEW) and chairs its Assessment Committee. He also advises the Government on the introduction of T (Technical) Levels in Accountancy as an alternative to A Levels.

Two weeks into his graduate training programme at KPMG, Richard broke his neck in an accident. After nine months in hospital, he resumed his career, but

knew he had found his niche when he was seconded to run KPMG’s training courses. He moved to Solent University to become an accountancy lecturer in 2012 and joined Southampton Business School in 2015.



Richard Cartwright

## BSc FINANCE PROMISES NEW INSIGHTS INTO THE BUSINESS WORLD

Southampton Business School is pleased to announce the launch of its new BSc Finance course, now accepting applications for September 2019.

The introduction of this specialist degree is in response to feedback from students keen to learn more about UK and International finance. At present, few universities give students the option to study Finance as a single honours; most combine the subject with Economics or Accounting.

The core curriculum introduces undergraduates to key concepts in finance and offers innovative options in personal finance, Islamic banking and finance and computer programming.

Simon Wolfe, Professor of Banking and Finance says: “BSc Finance is a rigorous new programme that will equip students with the fundamentals of finance and quantitative skills to analyse and critically evaluate key issues in finance from various perspectives.”

Academics who will teach on the programme have a wealth of experience in research in areas such as corporate finance, high-frequency trading, portfolio theory and alternative investments.

## RECOGNITION FOR RESEARCH INTO SUSTAINABLE HAIRDRESSING

Dr Denise Baden’s work to introduce sustainable practices in salons has won the 2018 Outstanding Impact in Business and Enterprise Prize from the UK’s Economic and Social Research Council (ESRC).

Since 2012 she has been working with hairdressers to help them cut their carbon footprint by reducing the number of chemicals they use, and the amount of energy consumed in washing and drying hair. Adopting the changes identified in her Sustainable Salon Certification scheme saves the typical salon 286,000 litres of water, 24150 kWh of energy and £5,300 a year.

An ESRC grant of £10,000 helped Denise spread the word through more than 60 sustainability workshops, targeting over 2,000 trainers and industry professionals. Her initiative is already making a difference in the sector as, since 2014, all qualifications

for the country’s 14,000 hairdressing apprentices include sustainability practices. She is now investigating the opportunity to extend the programme in Australia, USA, Malta, New Zealand and South Africa.

Professor Jennifer Rubin, ESRC Executive Chair and Impact Prize panel chair says: “We were impressed with the sheer quality and diversity of the research by the winners of the Impact Prize this year. Their work is having real influence on some very important societal issues.”

Denise’s research features in The Impact Factor – an ITN Productions programme in partnership with the Chartered Association of Business Schools.

See it here: [www.charteredabs.org/the-impact-factor](http://www.charteredabs.org/the-impact-factor)



Dr Denise Baden  
Associate Professor, Southampton Business School



# SOURCING ANALYTICAL WORK EXPERIENCE IN CHINA

Chinese MSc students at Southampton Business School now have the opportunity to apply for placements in their home country, thanks to a pioneering initiative by Dr Yu (Jack) Gong.

Lecturer in Operations Management Dr Yu (Jack) Gong has been securing summer projects with leading Chinese companies and organisations for postgraduates studying analytical degrees.

“Many Chinese students choose to complete their education here with a postgraduate degree at one of the UK’s leading business schools”, says Jack. “Although there are opportunities to gain work experience in the UK with a placement here, some prefer to return home and this is the ideal solution.”

Jack organised four placements in summer 2017, with the Chinese logistics company SF Express, DHL and the World Wildlife Fund (WWF) – China. In 2018, he increased that number to ten with new sponsors Xingjin Real Estate in Guilin offering five places and the China Social Investment Forum offering two. Other projects covered topical issues of marine pollution and recycling with non-governmental organisation (NGO) Rendu Haiyang and WWF - US. He is now working to provide 50 places for students in 2019.

Zhen Tan, studying MSc Supply Chain Management and Logistics, worked with Duoyue in Shanghai on how to improve education in rural areas. She says: “Mobile libraries offer children in kindergartens a good

choice of books to encourage them to read. I used the company’s data to improve their scheduling. Through this enjoyable project I have learned many practical skills and developed the knowledge to help the company. It is a good foundation for my future career.”

Postgraduates studying Masters in Business Analytics, Operational Research and other programmes offered by the University’s Centre for Operational Research, Management Sciences and Information Systems (CORMSIS) have the opportunity to tackle a summer project at the end of the taught element of their degrees.

Jack invites students to apply for the opportunities, interviews them on behalf of their sponsors and arranges the placements. He visits them in China during their projects and supports them to write up their experiences for their dissertations.

UK companies keen to offer analytical projects to talented postgraduates should contact the CORMSIS co-ordinators at [P.D.Becque@southampton.ac.uk](mailto:P.D.Becque@southampton.ac.uk) to discuss potential placements.

# CATCHING UP WITH TERENCE DANKYI



**Terence Dankyi**  
**MSc Risk Management 2018**

## Why did you want to study for a postgraduate degree at Southampton Business School?

Risk management is a broad topic covering subjects in the social sciences including finance, economics, public policy and ethics. I felt it would be valuable in any future career.

Growing up in Ghana, I wanted to study overseas to gain new experiences and meet people from other countries. I chose Southampton because I wanted to gain a qualification from a respected business school in a university known for the quality of its research.

## What was it like to study here?

All the subjects were taught by expert and experienced lecturers. Outside the course, there were plenty of interesting talks from guest speakers that gave you new perspectives on the topics.

I enjoyed the challenge, learning alongside international students from many different countries and have made many friends and developed links with potential business partners.

## What were the highlights of your degree?

I was chosen to take part in the Deloitte Experience Analytics conference in London and interview Deloitte's UK Chief Economist Ian Stewart on stage about the future of work.

It was a bit nerve-wracking as we had 120 people in the audience but I found our thoughts on topics such as the value of a university degree in business were quite similar. I argued that students must also secure placements and internships during their studies to develop the skills that employers need and learn about what it's really like in the workplace.

Innovators from Dell Technologies, Vodafone and AstraZeneca were also at the conference discussing data responsibility, artificial intelligence and how companies can become insight-driven organisations.

I gained this opportunity through a challenging selection process. In one of the tasks, I gave them my views on the evolution of data analytics and how the nature of work could change in years to come.

## Did you undertake any placements?

Following the taught element of my course, I signed up for two summer internships, one at the YMCA charity at Fairthorne Manor, Hampshire; the second at the Southampton Cultural Development Trust. These opportunities have given me valuable experience and a deeper appreciation of the UK's workplace culture in two different sectors. It has been very rewarding.

After completing my degree, I spent two months on an internship in Chicago working for a start-up company and learned more about sales analytics.

My current career ambitions are to work in consultancy combining data technology with human interactions, using the knowledge and skills I gained at Southampton Business School.

# AWARDS, HONOURS AND PAPERS

## A summary of some of Southampton Business School's most recent high-profile achievements.

### Achievements

**Dr Max Chipulu** won the Publon's Global Best Reviewer Award, which is awarded to the top 1% of reviewers in each field who performed the most verified pre-publication peer reviews on Publon for the 2018 Global Peer Review Awards.

**Dr Oliver Marnet** won the Best Reviewer Award at the British Academy of Management Annual Conference 2018.

Southampton Business School PhD candidate **Catherine Guest** (supervised by **Professor Laura Costanzo** and **Professor Mine Karatas-Ozkan**) presented a lecture at the Dame Helen Alexander Memorial Lecture on Women in Business, attended by the Managing Director of the International Monetary Fund, Ms Christine Lagarde.

### Top academic papers

**Dr Stratos Ramoglou** co-authored the paper 'Opportunities are conditions of successful entrepreneurship: Implications for the discovery creation debate' published in the journal *The Academy of Management Review* (4\*\*).

**Professor Venancio Tauringana** co-authored the paper 'Financial reporting in hyper-inflationary economies and the value relevance of accounting numbers: Hard evidence from Zimbabwe' accepted in the journal *Review of Accounting Studies* (4\*).

**Professor Vanessa Sung, Professor Johnnie Johnson and Dr Jeremy Cheah** co-authored the paper 'Improving prediction market forecasts by detecting and correcting possible over-reaction to price movements' accepted in the *European Journal of Operational Research* (4\*).

**Dr Ian Dawson** authored the paper 'Assessing the effects of information about global population growth on risk perceptions and support for mitigation and prevention strategies' accepted in the journal *Risk Analysis* (4\*).

**Professor Michelle Lowe** co-authored the paper 'Corporate convenience store development effects in small towns: Convenience culture during economic and digital storms' accepted in the journal *Environment and Planning A* (4\*).

**Dr Mina Beigi** co-authored a paper 'Intelligent career success: The case of distinguished academics' accepted in the *Journal of Vocational Behavior* (4\*).

### Grants

**Dr Cristian Bravo** and **Professor Christophe Mues** have been granted an ESRC PhD studentship in AI for the project titled 'Image-based credit scoring for Micro and SME' valued at £66,000.

**Professor Sally Brailsford** is part of a joint research collaboration with the **University of Leicester** and the **University of Sheffield** titled 'Identifying models of care to improve outcomes for older people with emergency and urgent care needs', where the University of Southampton's share is £130,000.



**Find out more**

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