



**LEARNING**

**APPLIED**



Cork University Business School  
**POSTGRADUATE RESEARCH SYMPOSIUM**  
Tuesday 29 May 2018

# POSTGRADUATE RESEARCH

# SYMPOSIUM

**Tuesday 29 May 2018**

**ORB 101, O'Rahilly Building**

**Main Campus, University College Cork**

## **ALL WELCOME**

**For further details contact  
Dr. Sean Lucey  
[sean.lucey@ucc.ie](mailto:sean.lucey@ucc.ie)**

**9:00 am - 9:05 am**

Opening Address and Welcome by Prof  
Matthias Beck

**9:05 am - 11:00 am**

SESSION 1: Sustainability, Development,  
Consumerism and Organisations

**11:00 am - 12:30 pm**

SESSION 2: Entrepreneurism

**12:30 am - 1:30 pm**

Lunch

**1:30 pm - 3:25 pm**

SESSION 3: Policy, Economy and  
Employment

**3:25 - 5:20 pm**

SESSION 4: Designing Information  
System for Business and Societal Change

Closing Remarks

**WELCOME TO THE  
CUBS POSTGRADUATE  
RESEARCH SYMPOSIUM**

**As Dean of Cork University Business School, I am delighted to take this opportunity to welcome you to the CUBS Postgraduate Research Symposium.**

This is the second year that CUBS have held this symposium and it is going from strength-to-strength. This year we have nineteen speakers from across CUBS, demonstrating the impressive disciplinary and inter-disciplinary research on-going in the School. The breadth of innovative research topics, questions and methodologies evident in the papers is an excellent reflection on the wide-ranging research activity in the School. The programme also demonstrates that CUBS undertakes excellent research which also impacts on business, economy and society.

I would also like to highlight how postgraduate researchers are critically important to the research culture of CUBS, offering new perspectives and original research. Their innovative research also ensures the emergence of a new generation of research lead-

ers in their respective fields. The participants are to be commended for their engagement with the symposium and contributing to a very exciting programme.

I look forward to hearing and reading more of your research.

**PROF THIA HENNESSY**  
Dean of Cork University Business School

9.00am - 9.05am

Opening Address and Welcome by Prof Matthias Beck

9.05am - 10.35am

### SESSION 1: SUSTAINABILITY, DEVELOPMENT AND CONSUMERISM ORGANISATIONS

- [Mary Brennan](#) (Food Business and Development)  
Title: Social Sustainability Measurement for Irish Agriculture: A Comparison of European and Irish Social Indicators
- [Nita Mishra](#) (Food Business and Development)  
Title: Operationalising Rights-Based Approaches to Development: A Study of State and Non-State Duty-Bearers in Odisha, India
- [Sarah Jane Flaherty](#) (Management and Marketing)  
Title: Moving Beyond the Generic: The Importance of Capturing the Nuance in Consumer Engagement
- [Sean Anthony Tanner](#) (Food Business and Development) Title: Digital Labelling and Retail Spaces – Undesired or Misaligned?
- [Ruth Josephine Gibbs](#) (Accounting and Finance) Title: An Empirical Investigation of the Health Sector to Assess the Role of Forecasting Information in Understanding the Impact of an Organization’s External Environment

10.35am - 12.30pm

### SESSION 2: ENTREPRENEURISM

- [Mara Willemijn Van Twuijver](#) (Food Business and Development)  
Title: The Role of Social Entrepreneurs in the Place-Based Development of Peripheral Rural Areas
- [Anna Murphy](#) (Food Business and Development)  
Title: An Exploration of the Role of Migrant Artisan Food Entrepreneurs within a Regional Entrepreneurial Ecosystem
- [Conor Drummond](#) (Management and Marketing)  
Title: Exploring Social Media as an Activity Creator in the B2b Relationships of Entrepreneurial Firms
- [Molly Garvey](#) (Food Business and Development) Title: Understanding Growth in a Farm-based Small Food Business: A Case-Study of Irish Farmhouse Cheese-making.

12.30pm – 1.30pm Lunch

1.30pm – 3.25pm

### **SESSION 3: POLICY, ECONOMY AND EMPLOYMENT**

- [Stephen Brosnan](#) (Economics)  
Title: Measuring and Evaluating the Economic Impact of Publicly Funded Research Centres: An Impacts Framework Approach
- [James Duggan](#) (Management and Marketing)  
Title: Stepping Stones or Standing Still? Training and Development Opportunities for Workers in the Gig Economy
- [Conor Loughnane](#) (Accounting and Finance)  
Title: Have Bailouts Shifted the Burden of Paying for Healthcare from the State onto Individuals?
- [Claire O’Sullivan-Rochford](#) (Accounting and Finance)  
Title: Reflecting on Professional Scepticism: An Empirical Investigation
- [Liam Hennessy](#) (Food Business and Development)  
Title: Examining the Impact of Milk Price Volatility on Farm Viability and Exploring the Role of Price and Non-Price Risk Management Tools

3.25pm – 5.20 pm

### **SESSION 4: DESIGNING INFORMATION INFORMATION SYSTEM FOR BUSINESS & SOCIETAL CHANGE**

- [Alexis Amaye](#) (Information Systems) Title: Design Drift and Reflective Conversation in Design Science Research: A Case Study of Problem Formulation
- [Stephen McCarthy](#) (Information Systems) Title: Untangling the Paradox of Cohesion and Conflict in Distributed Information Systems Development Teams

- [Resego Morakanyane](#) (Information Systems)  
Title: Leveraging Digital Exemplars to Create the Digital Transformation Roadmap
- [Ngozi Nneke](#) (Information Systems)  
Title: An Exploratory Study of Co-Creation on Technology-Enabled Platforms for User Generated News Content
- [Michael O'Driscoll](#) (Information Systems)  
Title: Oscillating Decision-Making Approaches in Dynamic Environments – A Study of a Pilots Personal Sensitivity to a Negative Outcome

### **Closing Remark**

## **Design Drift and Reflective Conversation in Design Science Research: A Case Study of Problem Formulation**

ALEXIS AMAYE

Department of Accounting, Finance and Information Systems, Cork University Business School

Design Science Research is a well-established theoretical and methodological approach to design, build, and evaluate IS artefacts. However, research suggests that the engagement of subjective and ethereal processes of design are not well documented in literature, highlighting a significant challenge to understanding design praxeology, or the study of practices and processes of design. This paper explores the artefact conceptualization stages of DSR using a case study focused on the utilization of emergency management information systems to propose two approaches to understanding and presenting the design process. Design drift and reflective conversation are proposed and applied to a DSR project to create a conceptual design for a mindfulness-based evaluation framework for EMIS supported decision making. By removing some of the mysticism often associated with abductive reasoning, the study demonstrates ways researchers can be more effective in using cognitive mapping tools and communicating approaches to illustrate the inferential processes that are unique to DSR

## **Social Sustainability Measurement for Irish Agriculture: A Comparison of European and Irish Social Indicators**

MARY BRENNAN (WALSH FELLOW)

Department of Food Business and Development, Cork University Business School & Teagasc

There exists a fundamental need to analyse and develop upon the social aspect of agricultural sustainability, indeed, there is a growing demand for data on agricultural sustainability amongst policy makers and researchers in order to evaluate the Common Agricultural Policy regarding its cross compliance, greening and rural development measures. At this point, there are clear gaps between the policy priorities set out and the existing data infrastructure required to develop metrics for policy evaluation at the farm level concerning the sustainability issues, such as social farming issues, that are now part of European policies.

The objective of this paper is to expand upon the suite of social sustainability indicators currently assessed through the Teagasc National Farm Survey, in order to examine diverse social issues such as human wellbeing, quality of life and sectoral resilience and demographic change (aging, succession, migration, mobility) as well as investigating access to education and services. Indeed, issues relating to farm and food safety and animal welfare as well as social capital and integration and the contribution of farm families' to rural life are all relevant to the social sustainability of Irish farms.

The potential list of new sustainability indicators were derived from an extensive literature review, where social attributes from European farm levels sustainability projects, such as FLINT and FADN (Farm Accountancy Data Network), were assessed for their suitability for application to the Irish situation. These new potential sustainability indicators were sub-divided between Farmer, Animal and Community Wellbeing, allowing for a more structured and in-depth analysis of social sustainability to be ascertained for Irish farms, in addition to promoting the importance of Animal health and welfare in social sustainability, through the application of its own independent and individual attribute. This analysis allowed for the extraction of principal themes of social sustainability, and directed the formulation of a new set of sustainability questions for the 2018 Teagasc NFS supplementary survey.

### **Measuring and Evaluating the Economic Impact of Publicly Funded Research Centres: An IMPACTS Framework Approach**

**STEPHEN BROSANAN** (Irish Research Council and Science Foundation Ireland Scholar), Department of Economics, Cork University Business School

**DECLAN JORDAN**, Department of Economics, Cork University Business School

**PATRICK MORRISSEY** Tyndall National Institute

This paper presents a novel framework, IMPACTS (Impact Measurement and Performance Assessment of Centres for Technology and Science), to measure and evaluate the economic impact of publicly funded Research Centres. The value of research impact assessment is twofold. Firstly, impact evaluation may be utilised as a tool to benchmark the performance of Research Centres in order to support the funding decision making processes of funding bodies and secondly, may be used to identify best in class performance to guide centre management teams in

formulating and evaluating strategic objectives. This is a challenging exercise as multiple complex environmental factors that make benchmarking a difficult process must be considered and as a result it cannot be a simple comparison of key inputs and/or outputs. Therefore, this framework presents a multifaceted and dynamic framework structure. The framework adopts a holistic approach to impact measurement attempting to overcome the dualistic issues of attribution and additionality identified a key barriers to robust impact evaluation. As such, the framework reflects the complex, dynamic, and nonlinear processes inherent in the impact process characterised by a multifaceted set of overlapping interactions and institutions.

**Funding:** This work was supported by Irish Research Council and Science Foundation Ireland [GOIPG/2015/3746]

### **Exploring Social Media as an Activity Creator in the B2B Relationships of Entrepreneurial Firms**

**CONOR DRUMMOND** (Irish Research Council Postgraduate Scholar)  
Department of Management and Marketing, Cork University Business School

Social media's (SM) proliferation as a marketing tool has been well documented in the business-to-consumer sector, whereas within the business-to-business (B2B) arena, despite a growing attitude of relevancy, literature remains scarce (Siamagka et al., 2015). Furthermore, we know little about SM from an interaction perspective (Singaraju et al., 2016, Bocconcelli et al., 2017) or within an entrepreneurial B2B context (Drummond et al., 2018, Sigfusson and Chetty, 2013). Given that B2B marketing practice is benefitting from SM use among marketers (Salo, 2017), this solicits a significant research question; How can social media act as an activity creator in entrepreneurial business-to-business networks?

Using a business network and interaction approach (Hakansson, 1982, Snehota and Hakansson, 1995) and following a qualitative methodology using the case study research design (Eisenhardt, 1989, Yin, 2003), this research should further our understanding of how SM can be conceptualised as an activity creator i.e. how SM can be used to create activity links between entrepreneurs and network actors. This conceptualisation of SM as more than just a communications tool (Leek et al., 2016) holds significance for both research and practice.

The study responds to calls for more empirical research investigating B2B marketing and SM (LaPlaca, 2013, Rapp et al., 2013, Salo, 2017) specifically, in the entrepreneurial context (Drummond et al., 2018, Sigfusson and Chetty, 2013). By empirically exploring SM technologies potential ability to enhance entrepreneurial collaborative network activities and operational processes, the research holds significance for practice, as the low cost and simplicity in use associated with SM (Siamagka et al., 2015, Georgescu and Popescu, 2015) make it an attractive medium for entrepreneurial firms to utilize for business relationship development, to access and co-create new key external resources, and overcome the difficulties associated with being small and new (Baum and Amburgey, 1996, Stinchcombe, 1968).

### **Stepping Stones or Standing Still? Training and Development Opportunities for Workers in the Gig Economy.**

**JAMES DUGGAN**

Department of Management and Marketing, Cork University Business School

Today's increasingly fissured workplace is leaving many workers without a career path, fair treatment, and developmental opportunities. Recent developments in this domain have seen the emergence of the 'gig economy', the widely-debated system that uses online platforms to digitally connect consumers with service-providing workers, who are generally classified as independent contractors rather than employees (Harris, 2017; Todolí-Signes, 2017). While undoubtedly innovative, working arrangements in the gig economy risk leaving many workers susceptible to workplace isolation and job insecurity, thus prompting timely challenges for human resource practices. As the emerging gig economy continues to erode traditional employment standards and practices, this paper examines the apparent lack of training and developmental opportunities afforded to 'gig' workers.

While some argue that sacrificing protections and opportunities is a trade-off for the flexibility associated with 'gig' work, research demonstrates that most workers desire job security, fair treatment, and training opportunities useful in furthering their careers (Felstead & Jewson, 1999; ILO, 2016). Therefore, the hyper-flexibility of 'gig' work appears to impact negatively on basic human resource practices such as training and skills development, career planning, and retention (Tran & Sokas, 2017). For example, the gig economy largely shifts the responsibility of training and development from firms to individual workers: workers are expected to bring their own set of tools (tangible and intangible) to roles, thus eliminating organisations'

need to provide such opportunities (Maselli *et al.*, 2016). The supposed rationale for this is that organisations are generally unwilling to invest time and resources due to their short-term, hyper-flexible relationships with workers, as any skills developed reside with individuals and not with the firm (Finegold *et al.*, 2005). Hence, this paper engages with on-going debate, considering whether work in the gig economy provides individuals with flexible 'stepping stones' for future roles, or if such workers are unfairly denied upskilling opportunities.

### **Moving Beyond the Generic: The Importance of Capturing the Nuance in Consumer Engagement**

SARAH JANE FLAHERTY<sup>a,b,c</sup>,

MARY MCCARTHY<sup>a,b</sup>, ALAN COLLINS<sup>a,c</sup>, and FIONNUALA MCAULIFFE<sup>a,d</sup>

- a. HRB Centre for Health & Diet Research, University College Cork, Ireland.
- b. Department of Management & Marketing, Cork University Business School,
- c. Department of Food Business & Development, Cork University Business School,
- d. UCD Perinatal Research Centre, School of Medicine, University College Dublin, National Maternity Hospital, Ireland.

The ubiquity of mobile technology in recent years has positioned healthy eating apps as a potential means of supporting healthier food choice in consumers. However, there is limited research on the consumer's experience of using healthy eating apps. It is important to understand their experience and the factors influencing this experience to inform future app development and support the consumer on their behaviour change journey.

The purpose of this research is to explore the lived experience of using a healthy eating app to affect change in food purchasing behaviour. A qualitative approach was adopted drawing on phenomenological and experience-centered design perspectives (Patton, 2002, Wright and McCarthy, 2010). A purposive sample of 12 women participated and used two, of three, possible apps over a period of two weeks. Semi-structured interviews were subsequently conducted and explored the lived user experience while taking account of relevant personal, social, and environmental factors. Inductive thematic analysis was conducted (Braun and Clarke, 2006) and themes are framed in the context of existing engagement theory.

Investigation of the lived experience of using healthy eating apps illustrated the importance of consumer engagement as a means of building consumer relationships. Sufficient motivation to change behaviour and anticipated effort were seen to act as antecedents steering the engagement process. Three interlocking dimensions of engagement were identified which diverges from the existing view of engagement dimensions as discrete components. This finding suggests that engagement dimensions draw on and are influenced by one another rather than existing as separate entities. Findings emphasise the importance of contextual influences on consumer engagement. They indicate the need to move beyond generic, quantitative measures of engagement towards qualitative or mixed-method approaches. Such approaches may allow us to identify the nuances present in the engagement process which may help progress the engagement debate.

### **Understanding Growth in a Farm-based Small Food Business: A Case-Study of Irish Farmhouse Cheese-making.**

**MOLLY GARVEY**

Department of Food Business and Development, Cork University Business School

Growth is contextually defined and valued. This paper proposes to examine how business growth is understood, valued and expressed in the context of the farm-based small food business in Ireland. The research is grounded in SME, farm diversification and business growth literature, particularly the work of Blundel (Blundel 2002, 2013; Clark et al. 2014). While the focus of study is at the business level, strong consideration is given to the role the owner-manager (OM). This is directed by the observations that the personal attributes and ambitions of OMs highly influence micro- and small firm structure and direction (Parry 2010; Raymond et al. 2013). Through the eyes of the OM, one can also gain understanding about the effect of the farm or farm-product-dependency on the trajectory of a small food business. A case study shall be made of the Irish farmhouse cheese-making sector, delineated by FSAI guidelines and marketing definitions. 10 face-to-face and 2 telephone semi-structured interviews shall be carried out with owner-managers, accounting for approximately one quarter of the forty-strong farmhouse cheese businesses operating in Ireland today. Cheesemakers in a range of geographical locations shall be targeted to achieve geographical diversity. The main research questions posed are: in a farm-based small food business: 1) how is business growth experienced? 2) What is the

ideological attitude towards growth as held by the owner-manager? 3) How does the farm as a place and brand influence the growth of the business?

## **An Empirical Investigation of the Health Sector to Assess the Role of Forecasting Information in Understanding the Impact of an Organization's External Environment**

**RUTH GIBBS**

Department of Accounting, Finance & Information Systems, Cork University Business School

The budgeting process is a primary function to provide a level of control for the management of companies by providing sales and costs benchmarks against which managers are required to perform. Budgets however, also play an important planning and co-ordinating role, which practitioners now consider more important than the control function. Academic research has tended to focus attention on the control functionality of the budgeting process, rather than the forecasting and planning functions. One of the drawbacks and limitations of the budgeting process is the focus controlling. Forecasting can also demonstrate how the different functions of the business are impacting each other and the implications of this on performance measures such as customer service or profitability.

The research objective of this paper is to undertake an empirical investigation into the role of forecasting information in understanding the relationship between an organisation and its external environment. An alternative forecasting technique, Vector Autoregression (VAR) modelling is used in order to provide a deeper insight for management to understand the dynamic relationship between government health expenditure, income and demographics in Ireland. For example, in Ireland health expenditure has begun to recover from government austerity measures at a time when the age profile of the economy will increase demand for services. The relationship between health expenditure and ageing is not consistent in the literature. In addition, the relationship between income and health expenditure has also been shown to be two-way.

The results show that government health expenditure is highly dependent on its external environment, particularly over the medium to longer term as income and demographics explain a high proportion of the variance in government health expenditure. For example, a 1% shock in GDP will result in a 4.6% increase in government health expenditure after 6 years and 5.7% increase after ten years.

## **Examining the Impact of Milk Price Volatility on Farm Viability and Exploring the Role of Price and Non-Price Risk Management Tools**

**LIAM HENNESSY** (Irish Research Council Scholar)

Department of Food Business and Development/ Economics and FDC Accountants & Tax Consultants

Since the abolition of milk quotas in 2015 Irish dairy farmers have been incentivised and encouraged to increase milk output nationally. The Food Harvest 2020 vision sets out a target of an increase of 50% in milk output in this indigenous industry. Commodity price volatility is a challenge in many sectors, but particularly in agriculture as both output and input prices have become more variable in recent years. The impact of price volatility on farm income is challenging for Irish dairy farmers especially in the context of an expanding industry and with growing levels of debt. This research first considers the sources and impacts of price volatility on agri-food markets. Following this several risk management tools, that are used to mitigate the effects of price volatility, are reviewed. These tools are drawn from the international literature and their suitability for the Irish context is assessed through interviews with representatives of industry stakeholders. These tools are applied to National Farm Survey data, and selected case studies of the employment partner FDC Group, to demonstrate to those working in the industry, which tools are acceptable, feasible and effective in the Irish context.

## **Have Bailouts Shifted the Burden of Paying for Healthcare from the State onto Individuals?**

**CONOR LOUGHNANE**

Department of Accounting, Finance and Information Systems

**Background/aims:** The financial crisis that enveloped Europe in 2009 created financial pressure for governments and required a number of countries to obtain a financial bailout from the IMF. The purpose of this paper is to examine the effect of the financial crisis on public health expenditure in bailout countries and if bailouts shift the burden of paying for healthcare from the state onto individuals.

**Methods:** Quantitative health expenditure data were collected from the WHO and OECD for the period 2004–2015 and evaluated using a comparison of means Welch's t test.

**Results:** The majority of bailout countries recorded a decrease in public health expenditure as a percentage of total government expenditure, with Ireland recording the largest decrease with government health expenditure as a percentage of total government expenditure, falling by 22% ( $P < .01$ ). In addition, the results also suggest that the burden of paying for healthcare shifted from the state onto individuals in three countries, namely Hungary, Ireland and Portugal, where public health expenditure declined and private expenditure increased significantly.

**Conclusions:** The ramifications of shifting the burden of paying for healthcare from the state onto individuals at this point remain unclear with further research required to identify the long-term consequences for healthcare.

### **Untangling the Paradox of Cohesion and Conflict in Distributed Information Systems Development Teams**

STEPHEN McCARTHY<sup>a</sup>,  
PAIDI O'RAGHALLAIGH<sup>ab</sup>, CIARA FITZGERALD<sup>ac</sup>, and FRÉDÉRIC ADAM<sup>ab</sup>

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- b. INFANT Research Centre, UCC, Ireland,
- c. Health Information Systems Research Centre

Despite the proliferation of critical success factors for Information Systems Development (ISD), the rate of ISD project failure continues to remain exorbitantly high. In particular, social complexity is increasingly seen as an innate feature of distributed ISD projects involving team members from diverse organisational and professional backgrounds. Deep-seated social complexity often arises from the interplay of macro- and micro-level factors which in turn makes distributed ISD projects less amenable to being 'tamed'. For instance, the creation of clear and agreed IT solutions can be inhibited by underlying tensions between the diverse positions, interests, and values of distributed team members. In light of these challenges, literature suggests that cohesion is a key determinant of team performance in distributed environments; however, competing literature equally

asserts that task conflict is essential to capitalise on diverse knowledge flows. This suggests that project managers must seek to balance the seemingly paradoxical need for both cohesion and conflict in practice.

However, extant ISD literature has yet to explore how the interplay of macro- and micro-level factors effects cohesion and conflict in distributed settings. To address this gap, we present and utilise a theoretical framework to analyse findings from the ethnographic study of a 15-month distributed ISD project called 'Athena'. The findings derived from the application of this lens reveal the numerous challenges that arose from the interplay between macro and micro-level factors. For instance, the findings point to the 'double edged sword' of cohesion and suggest that moderate levels of task-based conflict are essential for addressing issues of diversity in distributed ISD teams. In addition, the findings suggest that excessive levels of cohesion can contribute to social conflict between subgroups when the level of task conflict is constrained. The paper concludes by offering recommendations around how the paradox of cohesion and conflict might be untangled.

### **Operationalising Rights- Based Approaches to Development: A Study of State and Non-State Duty-Bearers in Odisha, India**

**NITA MISHRA**

Department of Food Business and Development, Cork University Business School

This thesis examines how rights-based approaches to development are operationalised in Odisha, India, through an investigation of its practice by state and non-state actors at various levels.

A rights-based approach to development (RBA) is grounded in international human rights norms, is justiciable, and identifies obligations and rights. Most studies on RBA are largely limited to the role of non-state duty-bearers. The absence of in-depth investigation of state actors, as the primary duty-bearers, poses limits to our understanding.

The thesis asks four research questions. The first asks how state political will and commitment defines, and expresses, rights of poor communities, and how this impacts upon its operationalisation of RBA. The second asks what specific governance strategies are used by the state to operationalise RBAs. The third looks at how "lived experiences" of grassroots state duty-bearers impacts on the

practice of RBA. The fourth question seeks to identify different development issues, and strategies non-government organisations (NGOs) prioritise and adopt to enable poor communities to claim rights.

The study uses a range of qualitative methods used in ethnographic and feminist methodologies for the collection and analysis of data, including interviews, group discussions and observation. Data was collected across three districts including 64 villages, and from over one hundred individual informants.

Findings highlight the following: take cognizance of the experiential knowledge of middle level officials; poor women duty-bearers at grassroots level are also rights-holders which leads to conflicting demands on their dual role as rights-holders and duty-bearers, and therefore poses constraints on the operation of RBA at the village level; cooperation between the state and non-state duty-bearers is essential for a rights-based development practice; communities must take responsibility for their development; empowerment processes are invisible and intangible as evident in the case of women's self-help groups; the use of a rights' language has the potential of challenging locally existing power structures.

### **Leveraging Digital Exemplars to Create the Digital Transformation Roadmap**

**RESEGO MORAKA NYANE**

Department of Accounting, Finance and Information Systems

Emerging digital technologies continue to invade organizations, dictating how they should run their businesses. While there is an exponential growth in the uptake of digital technologies to create value, literature reveals that only a few organizations are succeeding in realizing significant impact from this. In this paper we analyse documented empirical case studies to explore digital exemplar characteristics that enable them to succeed in leveraging the digital opportunity and realizing value, outperforming their peers. Using content analysis we draw patterns from their documented experiences where a set of digital transformation success attributes emerge. Using these attributes we construct a digital transformation roadmap that could be adopted by other organizations hoping to embark on such digital journeys.

## **An Exploration of the Role of Migrant Artisan Food Entrepreneurs within a Regional Entrepreneurial Ecosystem**

ANNA MURPHY\*, JOE BOGUE\*\* and BRIAN O'FLAHERTY\*\*\*

\* Department of Biological Sciences, Cork Institute of Technology

\*\* Department of Food Business and Development, Cork University Business School

\*\*\* Department of Accounting, Finance and Business Information Systems, Cork University Business School

The entrepreneurial ecosystem approach suggests that entrepreneurship takes place in an environment where entrepreneurial actors interact with each other, various institutions and entrepreneurial organisations through formal or informal connections. This interaction creates an environment which supports innovation and enables knowledge and information to flow between the actors, leading to enhanced performance and growth within the region. The entrepreneur is considered central to maintaining healthy entrepreneurial ecosystems. The objective of the research is to explore the role that immigrant artisan food entrepreneurs contribute to different regional entrepreneurial ecosystems in Ireland. The research methodology is a case study approach consisting of semi-structured interviews with entrepreneurs and other actors in the Munster region. The outcomes of the different ecosystems will be assessed to determine its performance, which is dependent on the elements in the ecosystem and the degree of connectivity between the entrepreneur and these elements. Immigrant entrepreneurs have enriched global economies, particularly through high tech industries, but growing evidence highlights their involvement in food industries globally which is important for the Irish food industry. Traditionally this industry consisted mainly of indigenous businesses, but more Irish artisan food businesses are being established by immigrant entrepreneurs as outlined by the Global Entrepreneurship Monitor who stated that in 2016, 40% of new business owners in Ireland were born outside of Ireland. Immigrant entrepreneurs are considered entrepreneurial moving to a host country for lifestyle or financial reasons and then establishing a business out of necessity or due to perceived opportunities. The optimal entrepreneurial ecosystem minimises the challenges faced by heterogeneous immigrant artisan food entrepreneurs in their host country, which are diverse and include access to finance, especially where a language barrier exists, knowledge of available resources and support networks available in the region and lack of skills in certain areas of establishing businesses.

## **An Exploratory Study of Co-Creation on Technology-Enabled Platforms for User Generated News Content.**

NGOZI NNEKE

DR. GAYE KIELY, DR. BRIAN O'FLAHERTY

Department of Accounting, Finance and Information Systems, Information Systems, Cork University Business School

Advances in the information technology (IT) has altered the conventional relationship between business and users. Essentially, users were now seen as consumers of products and services, as they become active co-creators of products and services they consume. Co-creation denotes a situation where users and firms are willing to pool their resources together to co-create value.

Despite the co-creation concept receiving much attention in the literature, there is a lack of research in the context of the user generated news content. This study will address this gap by exploring (i) the co-creation process; (ii) roles of the users; (iii) how technology platforms enable the process; and (iv) what motivates users to participate.

This study draws on two theoretical frameworks to inform understanding. The first theory is Service Dominant Logic (SDL) which argues that value is co-created by multiple actors in the co-creation process. The second theory is Self Determination theory (SDT) of motivation. SDT has been used in existing literature to determine what motivates the users. This study integrates these two theories to form a theoretical lens through which to understand actors' co-creation in technology-enabled platforms for user generated news content. The resulting research model will be developed and contributes to the co-creation research domain.

Given the relative newness of the research context (technology-enabled platforms for user generated news content) under study, this study will employ a mixed method research strategy involving both qualitative and quantitative phases.

First, the study will highlight the co-creation processes involved in the co-creation of technology-enabled platforms content. Second, the study facilitates the evaluation of the current state of information technology infrastructures in their system in view of investing more in this aspect for co-creation purpose. Thirdly, this study will identify the motivational factors that drive the users in this domain.

## **Oscillating Decision-Making Approaches in Dynamic Environments – A Study of a Pilots Personal Sensitivity to a Negative Outcome**

**MICHAEL O'DRISCOLL**

Department Accounting, Finance and Information Systems, Cork University  
Business School

The past decade has seen a gradual mistrust of the human-centric decision-making approaches with both researchers and practitioners advocating an increased use of data-driven decision making. This is seen as vital in the aviation field where data from the United Kingdom and the United States show that human decision-making failures contribute to 80% of aircraft crashes, and, analysis of ten years of fixed-wing air crash data from New Zealand showed outcomes with incorrect decision-making approaches resulted in over 60% of the fatal crashes. Although there has been an introduction en masse of information systems to the cockpit in attempt lower these statistics, human decision making with the on-board information systems is still required. This research seeks to understand if a pilot will oscillate between human centric decision-making approaches and information system based decision-making approaches. A case study approach was iteratively built to investigate this phenomenon. From this case study, the emergent theme of an individual's personal sensitivity to a negative outcome will be presented and discussed.

## **Reflecting on Professional Scepticism: An Empirical Investigation**

**CLAIRE O'SULLIVAN ROCHFORD**

Department of Accounting, Finance & Information Systems, Cork University  
Business School

This study extends academic work on professional skepticism by introducing reflection as part of its measurement. Professional skepticism is the cornerstone of audit quality and an essential part of forming audit judgments (Glover and Prawitt, 2014; Quadackers et al; 2014, Westermann et al; 2014). Reflection is posited as a defining characteristic in the development of competent professionals (Mann et al; 2009). Guided by seminal work from within both the reflection and professional scepticism literature, and based on the theoretical definitions and dimensions of both concepts, this study argues that while reflection itself is an abstract concept, the auditor's [mandatory] requirement to exercise professional scepticism in the

conducting of an audit and in the forming of an audit opinion provides a concrete form of a reflective process.

Therefore, this research argues that there is much overlap between the concepts of both professional scepticism and reflection. Hurtt (2010) developed a scale to measure individual auditor's professional scepticism by using six characteristics of sceptics. While, Reflection has been measured mainly qualitatively using learning logs, portfolios and diaries, in this study, a review of the literature has identified the Questionnaire for Reflective Thinking (QRT) as designed by Kember et al (2000) as an appropriate quantitative measure of reflection. To date, no published study has combined these concepts in a single instrument. Thus, the nature of the research objective is such that it considers the extent to which the abstract notions of the Kember et al (2000) reflection scale can be combined with the more concrete, pragmatic, and practical ideas of Hurtt (2010) to develop an enhanced professional scepticism scale.

The relationship between both concepts (professional scepticism and reflection) was examined by administering a survey instrument to over 400 professional auditors working for the top twenty four audit firms in Ireland.

### **Digital Labelling and Retail Spaces - Undesired or Misaligned?**

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Although the internet has revolutionised consumption culture, traditional food retailers continue to play a pivotal role in exposing consumers to new product offerings and acting as the primary forum for purchasing decisions. Advances in information provision enabled through information portals such as QR codes, NFC tags and smart labelling, facilitate a move from 'traditional' to 'dynamic' labelling, which has the potential to add value to both the product offering and the consumer experience. However, consumer attention is a scarce and limited resource and despite the breadth of research on food labelling, little attention has been given to smart labelling. As such, the implications of attention and motivation in the context of digital labelling merit further discussion. Using yogurt as a case food, this study integrated eye-tracking experiments, a retrospective think-aloud protocol and semi-structured interviews, to bring to light the conscious and subconscious mechanisms associated with label usage. This study explores the

cognitive processes underlying usage of labels for new product offerings and situates these within participants' personal contexts. The conscious and subconscious mechanisms underlying attention are identified and the implications of these on engagement with digital labelling are discussed. Findings suggest that consumers frame potential digital labelling in terms of the broader foodscape rather than individual product offerings, with consumer willingness to engage with digital labelling greater where information provided was readily contextualised relative to other products in the retail environment and in terms of broader goals. In their current form, consumers appear to view digital labelling as decoupling the retail environment and product offerings rather than complementing one another. Usage in the retail context appears to lack complementarity, signalling a need for greater integration of products into the digital retail space. Implications for label communication are discussed and future research directions and key areas of consideration for both marketing and retail professionals are identified.

### **The Role of Social Entrepreneurs in the Place-Based Development of Peripheral Rural Areas**

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Peripheral rural regions are increasingly challenged to build resilience in a turbulent world. In order to do so, economic and social opportunities/problems have to be addressed through a local response. This question of how to bring about sustainable rural development has been on the agenda of policymakers and scholars for quite some time already. At a European level, this has led to the promotion of place-based development processes. In such place-based approaches it is accepted that there is local potential to create economic and social wealth in rural localities, that the local context will influence the developmental process, and that cooperation, between endogenous and exogenous stakeholders, is necessary to fully realize local potential. More recently it has been suggested that (community) social entrepreneurs, and social enterprises, have the potential to bring about such place-based development. However, there is very little known about what motivates these actors and how, in practice, they bring about this process of rural and regional development. The purpose of this paper is to present a theoretical framework, currently under preparation for my PhD research, based upon a literature review examining the role social entrepreneurs can play in the development of peripheral rural areas. In

this framework, it is acknowledged that in order to examine the role of social entrepreneurs, the relationship between the social entrepreneur(s) and their surrounding contextual factors also needs to be taken into account. Based upon the theoretical framework presented, empirical research will be subsequently conducted within two peripheral rural areas in Europe to explore, document and explain these phenomena.

**Learning Applied**

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