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# FEB Research





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## SOM Awards 2012

On June 21 2013, the 2012 SOM awards for Best Graduate of the Research Master, best PhD Thesis, Outstanding Junior Researcher and for Outstanding Researcher were presented.

### Best Research Master Graduate

**Laura Giurge**, the winner of the Best Graduate of the Research Master Economics & Business was awarded 1,000 euro's. Her master thesis "The Personal Power Paradox: Freedom and Threat as Opposing Mechanisms Linking Personal Power with Stress", supervised by Frank Walter and Jennifer Jordan was awarded with a grade 8 and she graduated cum laude with a weighted average of 8.4. Laura is now working as a PhD student at ERIM, Rotterdam.

### Best PhD Thesis

The award of 1,500 euro was for **Rick Aalbers** for his thesis "Organizing intra-organizational networks for innovation", supervised by Prof. Wilfred Dolfsma and Prof. Roger Leenders. The

jury awarded this thesis because amongst others it contains several high-quality papers including two in the top journals *Research Policy* and *Journal of Product Innovation Management*. Rick Aalbers is currently a Tenure Track researcher at Radboud University Nijmegen.

### Outstanding Junior Researcher

The 2,000 euro prize for junior researcher was awarded to **Richard Jong-A-Pin**. He obtained his PhD degree in 2008, and he already published more than 15 articles in international journals like the top journals *European Economic Review* and *International Economic Review*. In 2011 he co-organised the Spring Meeting of Young Economists in Groningen. You can read more about Richard in the interview on page 12.

### Outstanding Researcher

**Peter Verhoef**, professor of marketing at FEB was awarded 2,500 euro by the SOM Board for his overall performance. Verhoef has numerous publications in top journals like *Journal of Marketing*, *Journal of Marketing Research* and *Marketing Science*. He supervised 8 PhD students and won several awards, the most recent the the Sheth Foundation/Journal of Marketing Award 2012: a prestigious award for scientific articles that have proven long-term impact. He is currently an editorial board member of several top journals and he functions as an area editor for the *International Journal of Research in Marketing*.

## FEB congratulates Herman de Jong with his VICI grant

The Netherlands Organisation for Scientific Research (NWO) has awarded Professor Herman de Jong of FEB a prestigious € 1.5 million VICI grant to be spent on research into quality of life indicators and economic growth in the first half of the twentieth century. NWO awards a special VICI grant once a year to no more than 3 or 4 academics in each academic field. The VICI grants are intended for 'excellent, experienced researchers who have successfully developed a new research line and thus established themselves prominently at both national and international levels', says NWO.

### The project

"My specialism, economic history, throws up many intriguing questions and is a field from which we can still learn many lessons", explains De Jong. "Why was there such a clear improvement in the standard of living in the 1930s, for example, despite the economy doing so badly? It turns out to be due to a complicated interplay of factors, and we want to decipher what is cause, and what effect."

Despite world wars, ethnic cleansing, holocaust and emigration, the European population increased by 100 million in the first half of the twentieth century. During that period, the birth and death rates dropped, child mortality declined and life expectancy increased. Infectious diseases like TB struck less often, people became taller on average, the working week was shortened and leisure time increased. "Strangely enough, these improvements in welfare cannot be traced in the official figures that measure economic growth", according to De Jong.

So to what do we owe these improvements in general health? Not to medical breakthroughs, that's for sure – antibiotics date from after 1945 – but rather to better housing, sewer systems and clean drinking water, as well as an increased resistance to disease thanks to better nutrition. De Jong: 'And the underlying causes can be found, for example, in the role of government, which spent more on healthcare, better housing and childcare, and in the fact that there was less unequal income distribution.'

'Precisely in a bad economic period, welfare improvements started to pick up pace. Could this be due to economic developments in the previous century? And what effect did the rise in life expectancy in turn have on the economic performance of countries? It's not always clear what is cause and what is effect. We have to interpret the concept of welfare in a much wider sense.'

### Herman de Jong

Herman de Jong (1958) studied history in Groningen, and after gaining a degree in economic and social history worked for a number of years as a researcher for Shell. He then became a lecturer at the Faculty of Economics of the University of Groningen, where in 1999 he gained a PhD with a thesis on industry in the Netherlands between 1913 and 1965. He was then appointed Associate Professor, and in 2012 professor to the chair in Economic History at the FEB. In 2011 De Jong was appointed Secretary General of the European Historical Economics Society. He will use the VICI grant to appoint two postdocs and two PhD researchers to conduct a total of five years of research.

More information on Herman de Jong and his research can be found in the Fall 2012 issue of FEB Research available at [www.rug.nl/research/magazine/feb-research-magazine](http://www.rug.nl/research/magazine/feb-research-magazine)







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# Demographically joined





**Although born in East-Germany Jochen Mierau came to Groningen as a child and it has been his base ever since, only punctuated by his travels around the world. Italian Viola Angelini came to Groningen three years ago not only to pursue an academic career but also to build a life together with Jochen.**

**As assistant professors at FEB, they have their own areas of expertise, but also some common research interests. We talk about their individual and joint research life.**

*What is the focus of your research?*

Viola: "My research focuses on saving and consumption behaviour, retirement decisions and well-being of individuals and households in an ageing society. Recently, I have analyzed the effect of the demographic transition on old-age well-being. This includes the adequacy of retirement savings, the ability to smooth consumption and plan for retirement, the intensity of intergenerational transfers and health."

Jochen: "My main fields of interest are demographic economics and political economics. My demographic economics research deals with the impact that population aging will have on, for instance,



social security and economic growth. In the field of Political Economics I study the causes and consequences of political violence and the role of political fragmentation for the fiscal decision making process.

Jochen & Viola: Even though most of our research is done separately we have also looked into how we can combine our expertise. In an ongoing joint research project, for instance, we have studied how being born during a recession as opposed to a boom affects the health of a person throughout childhood. For this project we rely on the self-reported health status of more than 18,000 individuals from ten Western-European countries and combine these with economic data of the Maddison data project, which is hosted by the University of Groningen. We found that being born during a recession generally causes children to be healthier during their childhood. Conversely, being born during a boom causes children to be less healthy. Following empirical findings of other researchers, we hypothesize that this relationship arises because parents reduce their consumption of unhealthy goods during recessions. Moreover, as unemployment increases throughout recessions, parents may also have more time to spend with their children.

#### *What is the relevance of your research?*

Viola: "European demographic trends represent one of the most important economic transitions and policy challenges for the coming decades. Population ageing implies that an increasing number of households will have to rely on their wealth to support consumption. Whether savings are adequate for current and future retirees is thus of great importance for public policy, including the design of pension schemes and the role of financial markets in general.

A second key aspect of the demographic transition is the health conditions of the older population: healthy ageing will have important consequences on the characteristics of societies in Europe for the future decades."

Jochen: "The findings from my various projects on demographic economics help inform policy makers how the coming generational storm will affect the macro-economic environment and, in particular,



### Key publications Viola Angelini

Alessie, R., **V. Angelini** and P. van Santen, *Pension wealth and household savings in Europe: evidence from SHARELIFE*, *European Economic Review*, forthcoming  
**Angelini, V.**, D. Cavapozzi and O. Paccagnella (2011), *Dynamics of reporting work disability in Europe*, *Journal of the Royal Statistical Society - Series A*, 174(3), 621-638  
**Angelini, V.**, A. Brugiavini and G. Weber (2009), *Ageing and unused capacity in Europe: is there an early retirement trap?*, *Economic Policy*, 24, 463-508

government programs that are meant to provide the elderly with their livelihood. One of my key findings from analyses in that field is that a social security system based on a fixed contribution with a variable payout will affect economic growth much less than a social security system in which the contribution adjusts to the payout.

Surprisingly, the worst system is one in which the retirement age increases in the wake of population aging. This contrasts with policies initiated by many policy makers around the world. Effectively, this finding arises because a later retirement age implies that less funds need to be saved for retirement. As these funds are used for investments, increasing the retirement age will decrease the capital available for productive activities.

Jochen & Viola: While our joint project establishes that being born in a recession is good and being born during a boom is bad for childhood health, our findings do not support the view that countries should enact a policy of permanent recession. In fact, our project has also highlighted that being born in a richer country is actually very good for your health. This implies that the true policy advice that can be derived from our project is that countries should aim at steadily increasing the standards of living whilst, at the same time, reducing business-cycle fluctuations as much as possible."

#### *Can you tell us something about your background and current activities?*

Viola: "I am one of the few lucky people to have actually been born and raised in Venice, a beautiful city in the Northeast of Italy. I completed my undergraduate studies in Statistics at the University of Padua in Italy. I then moved to England and in 2008 I obtained a joint Ph.D. in Economics from the Universities of York and Padua under the supervision of Guglielmo Weber and Peter Simmons with a thesis entitled "Using the life-cycle framework to analyse housing, habits and bequests". After completing my Ph.D., I worked as a Post-Doctoral Research Fellow for SHARE (the Survey of Health, Ageing and Retirement in Europe), an international project that involves research teams from 20 countries.

In September 2010 I moved to the Netherlands to join the Department of Economics, Econometrics and Finance of the University of Groningen as Assistant Professor. In the past two years, I have also conducted research at the University of York and the University of New South Wales as visiting scholar and I have become a research fellow of both SOM and the Network for Studies on Pensions, Ageing, and Retirement (NETSPAR).

I currently have research collaborations with colleagues from France, Italy, the Netherlands and the United Kingdom. Moreover, I have participated in many funded projects and I recently received a research grant from NETSPAR as principal investigator."

Jochen: "I was born in the East-German town Jena but quickly moved to Berlin. We

stayed there until the Wall came down and restrictions to leave the country were abolished. As part of the economic collapse that took place when the two Germanies reunited, the laboratory where my father worked was shut down and there were no other jobs around. Hence, my parents decided to move abroad and, because the University of Groningen was the first to offer my father a job, we ended up moving here. Initially, we were supposed to stay for two years but after 23 years I am still here.

I entered the University of Groningen as an undergraduate student in Economics in 2002, I finished my bachelor's degree in 2005 and then went on to do the research master in Economics and Econometrics, which I completed in 2007. With a scholarship from NETSPAR I then started to pursue graduate studies, leading to my PhD in 2011 under the supervision of Ben Heijdra with a thesis entitled "Annuities, public policy and demographic change". Immediately after that I started my current job as Assistant Professor, which I still hold today.

Whilst I was affiliated to the University of Groningen I gained valuable international experiences by spending time at different universities all over the world. First as an Erasmus student at the University of Uppsala, later as a visiting Ph.D. student at the University of Washington and after that as a visiting scholar at the University of New South Wales and Academia Sinica in Taipei. Through these international experiences I now have a broad research network consisting of ongoing collaborations with colleagues from Germany, the United States of America and the Netherlands.

Jochen & Viola: Inspired by the numerous conferences we attended around the world, in 2011 we decided to become part of the local organizing committee of the Spring Meeting of Young Economists (SMYE) together with Rianne van Dalen, Richard Jong-A-Pin and Janneke Pieters. The SMYE is an annual conference that has been held at various European universities and attracts more than 700 submissions of which 200 are selected for presentations. For the conference in Groningen we were able to secure keynote speeches by the prestigious international speakers Joshua Angrist, Annamaria Lusardi and Frank Smets.



## Key publications Jochen Mierau

**Mierau, J.O. and S.J. Turnovsky, Demography, growth and inequality, *Economic Theory*, forthcoming**  
**Heijdra, B.J. and J.O. Mierau (2012), The individual life-cycle, annuity market imperfections and economic growth, *Journal of Economic Dynamics and Control*, 36(6), 876-890**  
**Gassebner, M., R. Jong-A-Pin and J.O. Mierau (2011), Terrorism and cabinet duration, *International Economic Review*, 35, 1253-1270**

In light of the success of the Groningen SMYE, Viola went on to head the program committee for the SMYE in Mannheim the year afterwards. Jochen stayed affiliated to the SMYE by serving as one of its board members."

### *What are your plans for the future?*

Viola: "In the near future I hope to get tenure and to progress further in my academic career. In my research I aim to continue working toward understanding saving decisions, consumption behaviour and health of individuals around and after retirement. I also plan to start working on a project about the effects of the current crisis on European household savings behaviour and long-term beliefs. Macro data show that consumers are cutting spending and in some countries we also observe increased household savings. This

may suggest that households perceive the crisis to have permanent effects, but precautionary savings can also have increased in response to the increased uncertainty. The aggregate data are thus silent about the permanent or temporary nature of the ongoing crisis and on the degree of risk-sharing that is taking place. Household survey data from European countries can help shed light on whether consumers perceive the crisis to have a permanent or temporary nature."

Jochen: "My primary goal for the coming years is also to get tenure. Having achieved that, I would like to work forward toward becoming a full professor, either in Groningen or elsewhere, by continuing to pursue new projects in my two main research fields. With the baby boom generation slowly but safely retiring new, policy relevant, research questions are continuously arising. The most immediate question remains how to deal with the increased costs of social security. I think, however, that it is important to look beyond this immediate question and that we should start focusing on what the perspectives are of the generation that is currently being trained to fill the positions left behind by retiring baby boomers. The current generation is much smaller than the baby boom generation and, therefore, it will become important to understand how we can achieve the same levels of production with fewer workers."

Jochen & Viola: "Seeing the fact that our joint research project is currently at a very advanced stage, we are looking for new topics in which we can use our joint expertise. A starting point for such a future research project could be how early life conditions and major events during adulthood affect health and well-being. Indeed several aspects of early life have been shown to be important for a variety of outcomes in old age, indicating that a life-course perspective is essential for a deep understanding of health, economic circumstances and the quality of life in later age.

For the immediate future, however, the most important joint activity will be to welcome and raise our child, that we are expecting in October."



# Venturing North

## Aard Groen

At the beginning of this year, Aard Groen was appointed as professor of Entrepreneurship and Valorisation. Groen holds a similar part-time chair at the University of Twente. While the position is new, Groen is returning to his alma mater, having earned his PhD at our university in 1993, at the former Faculty of Management & Organisation, which is now part of FEB.





*You are an alumnus of FEB, why did you decide to return to Groningen?*

"I was asked to take a double position on my topic of entrepreneurship, so combining my position in Twente with similar work in Groningen. The idea is to set up an alliance between Groningen and Twente on entrepreneurship and valorization. In this area both universities and regions might be able to benefit from each other's experience and strong points. There is already an intensive collaboration on medical areas, and also (green) energy is an area of strategic collaboration between RUG and UT. By extending this to entrepreneurship and valorization, a strong academic group will develop in North-Eastern Netherlands. Through an "engaged scholarship" approach, as developed in NIKOS (the innovative entrepreneurship knowledge center in Twente), we aim to increase the impact of the universities on the economy of the region, by stimulating entrepreneurship and business development in the region."

*Could you tell us more about your previous career?*

"After earning my PhD in Groningen, I pursued a career in the same field as my thesis. I worked at Van Hall Institute teaching environmental management, switched and then I to Fugro engineering, where I headed a department on environmental management consultancy. After some years, I wanted to go back to the university for more in-depth work. Since 1998, I work for the University of Twente, where I was one of the founders of NIKOS, the Netherlands Institute for Knowledge Intensive Entrepreneurship. At that point I was an associate professor of Marketing and became director of NIKOS. In 2007, I was appointed as professor on innovative entrepreneurship, succeeding prof. Wim During with whom I collaborated in NIKOS."

*What issues do you deal with in your research?*

"I lead an innovation and entrepreneurship research program with 70 researchers in the Institute for Innovation and Governance Studies (IGS) of the University of Twente. I work mostly on entrepreneurship from a network perspective. I develop new theories based on social system theory to better understand processes of value creation. In my approach, this is a construction process in networks (not constructivist by the way). Empirically, I work mostly in technology-based industries, and on university-industry interactions. The support of business development in such networks is a very important issue in my research and practice. Corporate entrepreneurship and innovation in international networks are some relatively new topics I am interested in."

*And how about societal relevance?*

"This a core issue for me. As mentioned above, I would like to be an "engaged scholar". This means that I like to do research that has an impact on the world outside academia. There is clearly a role for technology, innovation, entrepreneurship and business development in economic development. For example, in our field lab for high-tech/high-growth business support (Venturelab International), the last two-and-a-half years, 230 entrepreneurs followed an intensive program to improve their business competencies. At the same time this led to a unique database for research.

In this database we gathered multiple forms of data on these entrepreneurs and business developers. This ranged from assessment questionnaires using state of the art instruments, business panel and coach evaluations, exit interviews, and (most unusual) two-weekly diary data from the entrepreneurs. So we can do some very interesting longitudinal analyses of the entrepreneurial process. Seven PhD

students work on research based on Venturelab, which we are now transforming from a project into a standing organization. One of the ideas is to also develop a Venturelab Groningen."

*What can we expect of you in the future?*

"I hope to bring Venturelab-type methods to Groningen, and to also do more related research. I think this fits very well with the research programme of "Innovation and Organization". The work of prof. Dolfsma and prof. Faems (not surprisingly a former colleague in Twente) links up very well with my own. I also expect to work in the fields of energy and health. Currently, I work on new research and education in the context of the Russia-Netherlands relationship, together with another new staff member, Olga Belousova. Last but not least, I will do my share of teaching; I look forward to meeting students with an interest in innovation and entrepreneurship."

## Key publications

Pullen, A.J.J., P.C. Weerd-Nederhof, **A.J. Groen**, O.A.M. Fisscher (2012), Open innovation in practice: goal complementarity and closed NPD networks to explain differences in innovation performance for SMEs in the medical devices sector, *Journal of Product Innovation Management*, 29(6), 917-934

Kraaijenbrink, J., J-C Spender, **A.J. Groen**, (2010), The resource-based view: a review and assessment of its critiques, in *Journal of Management*, 36(1), 349-372

**Groen, A.J.**, I.A.M. Wakkee, P.C. de Weerd-Nederhof (2008), Managing tensions in a high tech startup: an innovation journey in social system perspective, *International Small Business Journal*, 26(1), 57-81





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# A passion for humanitarian logistics



**Nonhlanhla Dube (Zimbabwe, 1983) is passionate about humanitarian logistics. All through her studies, she has been able to combine non-academic extra-curricular activities that are crucial for advancing her knowledge about humanitarian logistics with excellent study results. She learned of the complex issues faced daily in humanitarian logistics during her two year engagement with Doctors without Borders in Zimbabwe. After that, she decided to continue her studies in the Netherlands in 2008.**

*What did you do prior to your move to Groningen?*

"I came to the Netherlands to study International Business Administration (IBA) at the Vrije Universiteit Amsterdam. During my study I participated in the honours programme and took up a research assistantship in humanitarian logistics. This is merely the logistics component of humanitarian relief operations in response to natural and man-made disasters like earthquakes and civil war. In addition to these activities, I was a member of Enactus (formerly Students In Free Enterprise) a university student body that seeks to develop entrepreneurial skills and ideas of disadvantaged groups in society, the IBA ambassador team which provides information to prospective students about IBA, and the Honours Programme Panel that discussed quality issues within the honours programme."

*Why did you choose for Groningen?*

"Towards the end of my bachelor I decided to directly start a master's study. When I started the application process I wanted a research-oriented master and one that was going to be in line with my interest in

operations management within the area of humanitarian logistics. I could not find the perfect match but applied to three different degree programmes at Dutch universities that had some component of what I was looking for. I got offers and nomination letters for the Huygens scholarship from all three, but I could only submit one letter in my application for the scholarship. I chose FEB's research master because the previous year it had been ranked the best in the Netherlands; the university had the longest research history from the universities I was interested in (almost 400 years); and I had a hunch that this was the best choice for me. Looking back, I am convinced that it was one of the best decisions I have made so far. The learning environment and support have been tremendous and I have obtained what I was looking for in a research master: operations research in the humanitarian logistics field."

*What are you working on at the moment?*

"I am currently in the same spot as most final year research master students this time of the year, battling with the thesis and in a major rush against time to finish everything. The draft version of my thesis was accepted for the EurOMA conference in Dublin and I will be presenting it there in June if everything goes well. It is about the role that governments of countries affected by disasters play in humanitarian logistics. Even though international humanitarian non-governmental organisations like the Red Cross and Doctors Without Borders have the resources to help people affected by massive disasters, the governments of the affected countries have the authority to dictate the terms and pace of operation for these organisations. Although there is anecdotal evidence in the literature of how governments can help or hinder logistics

in the humanitarian setting, this effect has not received much attention in the discussion about the effectiveness and efficiency of humanitarian logistics and has so far not been systematically studied. That is the gap in the literature that I seek to address in my thesis".

*What are your plans for the future?*

"The next step is starting my PhD here in Groningen where I will continue my research on humanitarian logistics. I am happy with the research environment here and have already put in a lot of work that lays the foundation for my PhD together with my supervisors. I am not sure yet what path I will take at the end of my PhD. I have enjoyed the challenges and the sense of fulfilment that come with research so far. The fact that I have chosen research in an area that is close to my heart has definitely played a role in this fulfilment. However, I really miss humanitarian work in the field, offering assistance to affected people. How field work changes you as a person and consistently alters your perspective on life is simply incomprehensible. It can be devastating and heart-wrenching, but strangely enough, for most of the part, it is humbling and inspiring. And it is those humbling and inspiring moments that keep you wanting to be somehow a part of the action even in the worst of times. If I can find some middle ground between the two (research and humanitarian field work), maybe through action research, that, for me, would be the perfect place to build the career of a lifetime. But for now, it looks like I will spend the next three years here at the University of Groningen."



# A top experience

## **As of September 2013, Richard Jong-A-Pin (1980) will be the new Research Master Coordinator of the faculty of Economics and Business.**

He received his Ph.D. degree in Economics and Business at the University of Groningen in 2008. After a position as post-doc at the Swiss Institute of Economic Policy at the ETH Zurich in Switzerland, he started in 2010 as an assistant professor of macroeconomics in the tenure track at the FEB. He is fellow of the SOM Research Programme for Economics, Econometrics and Finance. The research topics that he deals with are quite diverse, but all fall within the field of political economy. Besides his research and teaching activities, Richard is a member of the Faculty Council and organized the Spring Meeting of Young Economists conference in Groningen in 2011.

### *How do you see your role as coordinator?*

“Currently, I have a lot of contact with Marco Haan, the current coordinator, to learn everything about the job. My impression so far is that the coordinator is the jack-of-all-trades concerning the Research Master (RM) programme. He plans, organizes and monitors all activities that relate to the programme and, as such, stands in between several stakeholders among which the top researchers of the faculty as well as the top students are most important.

To serve the top researchers, I believe a good coordinator is able to find the best students and is able to optimize the

logistics with respect to the courses offered. To serve the top students, a good coordinator does whatever possible to tailor-make the education programme and to monitor their first steps into true academic research. As to the last aspect, he should not only provide guidance, but also inspire.”

### *What is the content of the RM Programme?*

“The Research Master prepares students for a career in research in Economics and/or Business. It is a challenging and highly selective two-year programme with a strong focus on scientific and academic skills. Graduates often become PhD students, many at our own faculty, but also in other places all over the world. Others end up in jobs at, for instance, consultancies and both national and international organizations. There are currently six profiles in the Research Master: Economics, Econometrics and Finance, Global Economics & Management, Human Research Management and Organizational Behavior, Marketing, Operations Management and Operations Research and Innovation & Organization. Each profile has its own dedicated profile courses, but students also participate in a number of courses that are taken by all Research Master students. Compared to ‘regular’ Master programmes within the FEB, the most obvious difference is that we are a two-year programme and there is a much stronger focus on academic research. Our focus at FEB is much more on skills than similar programmes at other universities.

Students not only get in-depth knowledge in their field of study, but also acquire the academic and analytical skills to be able to contribute to the existing body of knowledge in their field.”

### *What are your ambitions as coordinator?*

“My ambitions concern the quality of the program and number of students that start and finish the program. As to the quality, I know from recent press releases that the RM program of our faculty is chosen to be the best one of the country. In sports they say that reaching the top is one thing, but staying there is much more difficult. I take up the challenge to remain at the top for a couple of more years.

As to the number of students in the programme, I would be very happy to end up in a situation where the number of excellent students entering the programme exceeds current figures. Furthermore, ideally, these students are also equally distributed over the six research profiles. In combination with an excellent programme that would give the faculty the opportunity to cherry pick the very best candidates for the PhD programme. Besides programme-related ambitions, my aim is to do whatever I can to give our RM students a head start when they enter the labor market.”

Whether all this is realistic remains to be seen. However, until proven otherwise, I work under the assumption that nothing is impossible.”





## Key publications

Bezemer, D.J. and **R.M Jong-A-Pin** (2013), Democracy, globalization and ethnic violence, *Journal of Comparative Economics*, 41, 108-125

Gassebner, M., **Jong-A-Pin, R.M.** and J.O. Mierau (2011), Terrorism and cabinet duration, *International Economic Review*, 52, 1253-1270

**Jong-A-Pin, R.M.** and J. de Haan (2011), Political regime change, economic liberalization and growth accelerations, *Public Choice*, 146, 93-115





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# Team spirit



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**An innovative, diverse, ethical and well-led organization is the holy grail of management, yet this goal is often elusive. The FEB expertise centre of Human Resource Management and Organizational Behaviour (HRM&OB) works with organizations to improve their performance in these areas. We talk to Metha Fennis, the centre's director.**

*What is the background of this centre?*

"The FEB has a considerable number of academic researchers working in the area of HRM/OB, from PhD students to full professors. The default academic approach would mean that much of the new knowledge these researchers generate remains locked-up within the academic ivory tower and is circulated only in the small circle of academic peers. We wanted to generate a wider range of benefits and started to work directly with organizations that face the challenges we do research on, to help them improve their performance. At the same time, cutting-edge research often involves precisely the type of cooperation that organizations engage us for. Working closely with these organizations also allows us to answer questions that are highly relevant from an academic point of view."

*So how do you work with these organizations?*

"On one level, we work to make academic research more accessible. This can be as simple as providing summaries of our own research, but written up in a concise way to more closely link to the daily experience of, e.g., HRM managers at our partner organizations (see box). It can also involve commenting on current events and providing a broader perspective. For example, when an electronics retail store in the Netherlands was found to be filming its employees, public condemnation was

swift. At such a point, it is useful to take a step back and reflect on the type of benefits and costs of making employee performance more transparent that have been identified in the academic literature. We also organize workshops, seminars and masterclasses at which we exchange information on new academic developments with our partners.

The cooperation can also take on a more structured form. We provide free advice to our partners and we do on-demand research. This can range from research that leads to a Master thesis to hands-on research by our senior faculty or the funding of a PhD position. The research by PhD student Thom de Vries (see inset) is an example of such cooperation. Though his research at the Dutch railways was not formally done through our centre, it is a good example of externally-funded research that is of use from both an academic and practical point of view."

*In what research areas is your centre active?*

"Our research can be broadly grouped into five themes. The first theme is **innovation and creativity** and it aims to stimulate innovation. Recent research with TNO and the University of Leiden focuses on management and innovation in the public sector. The main challenge in the public sector is that on the one hand, there is great pressure to be more customer-oriented and cost-efficient, while on the other hand many public-sector activities depend on a strict adherence to rules and regulations. For example, the issuance of building permits or the handling of legal challenges to government decisions would be hurt by too much creativity. It is thus important to distinguish 'prevention' tasks that require a strict rule-abiding mindset from 'promotion' tasks where novel approaches would be very useful. Deciding on whether to grant a subsidy would fall in

## HRM&OB Partners

- Tax office (Belastingdienst)
- Municipal government of Assen
- Municipal government of Zwolle
- Noorderpoort college
- Qbuzz public transport
- Addiction Care North Netherlands (VNN)

the 'prevention' category, while designing the application process could be a 'promotion' task. The research found that positive feedback helped make workers more creative and innovative in their promotion tasks, while prevention tasks benefited from more negative feedback, i.e. pointing out mistakes and potential problems.

This research partly overlaps with the second theme, that of **leadership**. Leadership can take many forms, from leading a country – and the leadership style of politicians – to managing teams within organizations. The research of Frank Walter with various colleagues within and outside the FEB on emotional intelligence fits well within this theme. They argue that it is important to take emotional intelligence out of the realm of 'buzz-words' and into a concrete and measurable competency. This is best done by relating emotional intelligence to concrete abilities in dealing with your own emotions and those of others. Their research finds that more emotionally-intelligent leaders do perform better in addition to the more traditional factors such as 'normal' intelligence and personality. This has important implications for management development as emotional intelligence can be systematically developed and improved, for instance by training people to more accurately identify emotions in others' faces.

The third theme is **diversity**: how a more diverse organization may have benefits, but also how to cope with challenges that flow from diversity, such as thinking in terms of 'us vs. them'. Dennis Veltrop of FEB has done research with the Dutch Central Bank (DNB) on the management of pension funds in the Netherlands. He finds that a more diverse board of a pension fund tends to lead to cliques and can easily lead to problems in decision-making. Such



problems tended to surface specifically when demographic differences coincided with the background of the board member. Dutch pension fund board members are nominated by either employers or employees and if employees nominate, say, young women, while employers nominate middle-aged men, this leads to clashes on the board. Being aware of such pitfalls would be useful, as would more diverse nomination behaviour by employers and employees.

The fourth theme is on **ethics** in decision-making: when is ethical or unethical behaviour more likely and how can such behaviour be encouraged or discouraged? Laetitia Mulder, Jennifer Jordan and Floor Rink (among others) have done experimental research on codes of conduct and ethical behaviour. A firm's code of conduct may be very specific and state that 'you cannot accept gifts from customers' or more general, such as 'you must avoid conflicts of interest'. They find that the specific rule is more effective in providing a moral compass; even if no-one would find out, the test subjects would still reject a gift. The downside of the specific rule is that it only covers that particular area. If avoiding conflicts of interest is the overall goal, organizations may want to stop employees from accepting gifts, but also from owning shares in the firm of the customer. When a specific rule against accepting gifts was in force, employees would actually be more likely to justify buying shares in the other firm. This suggests that a general rule is needed to cover a broad range of unethical behaviour, with more specific examples to clarify what type of behaviour this rule covers.

The fifth and final theme covers **team performance**. Research by Gerben van der Vegt has looked into the effects of

team turnover, aiming to find out if the experience and skills of a new team member are well-utilised by the existing team members. Teams of students participating in a management game formed the setting of this research. One week into the three-week game, one team member was moved to a different team and questionnaires were used to gauge the impact on team performance. One novel insight was that the degree to which the knowledge and expertise of the new team member was used, depended on the status of the team member he replaced: the new team member was more likely to become well-respected and influential if the old team member had been well-respected and influential. Furthermore, this effect was particularly prevalent in teams that performed well in the first week, while poorer performers were more likely to change established patterns. This argues for greater vigilance from HR when integrating new members into high-performing teams."

#### *And how is such research applied outside academia?*

"Based on the broader research on team performance, we have worked with one of our partners, Addiction Care North Netherlands (VNN), to develop and implement a Team Monitor. They wanted to know how best to stimulate and enhance team performance. Annual questionnaires amongst team members and team leaders helped us identify factors that predicted team performance and the resulting model is now used at VNN to change team behaviour and improve performance.

In another project, Laetitia Mulder and Gerben van der Vegt are working with the Dutch Ministry of Justice, the Tax Office and some other organisations on dealing with rule-breaking. This is related to the

## HRM/OB themes and key researchers

### *Innovation and Creativity:*

Onne Janssen, Bernard Nijstad

### *Leadership:*

Janka Stoker, Frank Walter

### *Diversity:*

Floor Rink

### *Ethics:*

Jennifer Jordan, Laetitia Mulder, Floor Rink

### *Team performance:*

Eric Molleman, Gerben van der Vegt

theme of ethics and looks particularly at relationships where trust is important. In such relationships, there is usually a strong presumption of good faith, but this trust can be damaged and despite the strong degree of trust, citizens or firms may break the rules. The main question is then how a regulator should respond: is an immediate sanction the best option or would a warning be better? And if a sanction is imposed, would that harm future compliance with the rules? Does that depend on the type of sanction and the manner in which it is imposed?

Another example of applying our academic knowledge and insights to 'the field' is a series of research projects in the city of Zwolle on the theme of Innovation and Creativity. These projects have been supervised by Onne Janssen and performed by Master Students, resulting in Master theses and relevant research for Zwolle. These theses were on a diverse range of topics, but all based on the specific situation and peculiarities of the municipal government of Zwolle. In a similar vein, there is ongoing research, supervised by Eric Molleman at the Noorderpoort college on self-organising teams and how these may improve performance.

Beyond the centre of expertise, there are also close links between our research and businesses. I already mentioned Thom de Vries at the Dutch Railways (see inset) and in addition, Bart Voorn works jointly at the Dutch retailer Ahold and at FEB as a PhD student. He does research on the theme of leadership, looking in particular at the role of middle managers and how they deal with goals, ethical issues and shifting balances of power. This research is a prime example of how both parties benefit: as FEB researchers, we get access to unique data and results, while Ahold gets state-of-the-art human resource analyses that are

used to improve recruitment, selection and strategic HR decisions.”

*What are some of your goals for the future?*

“One important goal is to ‘close the loop’. The projects we do with our partners and other organizations are based on our academic research, but the work we do with them constitutes novel research as well. So publishing the results of these project in business journals would be very beneficial. Another way in which we want to build on these projects is to organize a symposium where we present the results from our research projects to current and new potential partners, as well as to our students. This way, we aim to generate a virtuous circle whereby the link between business and academia is ever-more mutually beneficial.”



## Thom de Vries

**Thom de Vries is a PhD student in an alliance between the University of Groningen, TNO, and the Netherlands Defense Academy. His research focuses on a relatively new type of organization, the multiteam system, that is increasingly used to manage emergency situations. He is supervised by Gerben van der Vegt and Frank Walter from the University of Groningen, and Peter Essens from TNO.**

“Dealing with calamities is notoriously difficult, because it requires strong coordination between teams with often very different and sometime even incompatible working methods, goals, and perspectives. Multiteam systems aim to overcome this coordination problem by focusing the different participating teams on their common goal. In one of my recent research projects I examine whether multiteam systems can be effective in a real-life setting. This research focuses on a new multiteam system rail control center that was implemented in 2010 by NS and Prorail to manage rail calamities, such as resulting from derailments,

broken-down trains, collisions, etc. The purpose of this system is to strengthen the coordination between NS and Prorail and, subsequently, to enable these organizations to resolve delays and disturbances in the Dutch rail network much faster. To determine whether implementing this multiteam system really paid off, I conducted an interrupted time-series study and examined whether rail calamities are indeed resolved faster now that they are handled by the new multiteam system rail command center. The interrupted time series study provides information on the magnitude and statistical significance of the change in rail calamity duration due to the multiteam system implementation, whether this change is a temporary or an enduring one, and how that change emerges (i.e., gradually or abruptly). The analyses are still in progress at this moment, but we expect that the results will contribute to our academic understanding regarding the effectiveness of multiteam systems and offer specific insights on how disturbances in the Dutch rail network can be managed.”



## Publications

Please find on this pages an overview of publications in SOM's top and very good journals and the PhD theses in the period December 2012 - June 2013.

**Bezemer, D.J. & Jong-A-Pin, R.** (2013). Democracy, globalization and ethnic violence. *Journal of Comparative Economics*, 41(1), 108-125.

Bikker, J.A., Shaffer, S. & **Spierdijk, L.** (2012). Assessing competition with the Panzar-Rosse model: the role of scale, costs, and equilibrium. *Review of Economics and Statistics*, 94(4), 1025-1044.

**Bosker, E.M. & Garretsen, J.H.** (2012). Economic geography and economic development in Sub-Saharan Africa. *World Bank Economic Review*, 26(3), 443-485.

**Braaksma, A.J.J., Meesters, A.J., Klingenberg, W.** & Hicks, C. (2012). A quantitative method for failure mode and effect analysis. *International Journal of Production Research*, 50(23), 6904-6917.

**Braaksma, A.J.J., Klingenberg, W.** & Veldman, J. (2012). Failure mode and effect analysis in asset maintenance: A multiple case study in the process industry. *International Journal of Production Research*, 51(4), 1055-1071.

**Broekhuizen, T.L.J.**, Lampel, J. & Rietveld, J. (2013). New horizons or a strategic mirage? Artist-led-distribution versus alliance strategy in the video game industry. *Research Policy*, 42(4), 954-964.

Brombacher, A., Hopma, E., **Ittoo, R.A.**, Lu, Y., Luyk, I., **Maruster, L.**, Ribeiro, J., Weijters, T. & **Wortmann, J.C.** (2012). Improving quality and reliability with customer experience data. *Quality and Reliability Engineering International*, 28(8), 873-896.

**Buhmann, S., Hermes, C.L.M. & Lensink, B.W.** (2013). Financial liberalization and economic growth: A meta-analysis. *Journal of International Money and Finance*, 33, 255-281.

Caerteling, J.S., Halman, J.I.M., Song, M., Dorée, A.G. & **Bij, J.D. van der** (2013). How relevant is government championing behavior for technology development? *The Journal of Product Innovation Management*, 30(2), 349-363.

Dikova, D. & **Rao Sahib, P.** (2013). Is cultural distance a bane or a boon for cross-border acquisition performance? *Journal of World Business*, 48(1), 77-86.

Drechsler, W., Natter, M. & **Leeflang, P.S.H.** (2013). Improving marketing's contribution to new product development. *The Journal of Product Innovation Management*, 30(2), 298-315.

Ellemers, N., **Rink, F.A.**, Derks, B. & **Ryan, M.** (2012). Women in high places: When and why promoting women into top positions can harm them individually or as a group (and how to prevent this). *Research in Organizational Behavior*, 32, 163-187.

Feld, S., Peters, K., Frenzen, H., Krafft, M. & **Verhoef, P.C.** (2013). The effect of mailing design characteristics on direct mail campaign performance. *International Journal of Research in Marketing*, 30(2), 143-159.

**Fennis, B.M.** & Aarts, H. (2012). Revisiting the agentic shift: Weakening personal control increases susceptibility to social influence. *European Journal of Social Psychology*, 42(7), 824-831.

Fisher, W.H. & **Heijdra, B.J.** (2012). Growth, pensions, and the ageing Joneses. *Macroeconomic Dynamics*, 16(1), 35-60.

Gali, J., **Smets, F.R.** & Wouters, R. (2012). Slow recoveries: A structural interpretation. *Journal of Money, Credit and Banking*, 44, 9-30.

**Gensler, S., Verhoef, P.C.** & Böhm, M. (2012). Understanding consumers' multichannel choices across the different stages of the buying process. *Marketing Letters*, 23(4), 987-1003.

**Germes, R. & Foreest, N. van** (2013). Order acceptance and scheduling policies for a make-to-order environment with family-dependent lead and batch setup times. *International Journal of Production Research*, 51(3), 940-951.

**Goldengorin, B., Krushinsky, D. & Slomp, J.** (2012). Flexible PMP approach for large-size cell formation. *Operations Research*, 60(5), 1157-1166.

**Hanck, C.** & Demetrescu, M. (2012). Unit root testing in heteroskedastic panels using the cauchy estimator. *Journal of Business & Economic Statistics*, 30(2), 256-264.

**Heijdra, B.J. & Heijnen, P.** (2013). Environmental abatement and the macroeconomy in the presence of ecological thresholds. *Environmental and Resource Economics*, 55(1), 47-70.

**Iftime, O.V.** (2012). Block circulant and block Toeplitz approximations of a class of spatially distributed systems - an LQR perspective. *Automatica*, 48(12), 3098-3105.

**Inklaar, R.** & Wang, J.C. (2013). Real output of bank services: What counts is what banks do, not what they own. *Economica*, 80, 96-117.

Jippes, E., Steinert, Y., Pols, J., **Achterkamp, M.C.**, Brand, P.L.P. & Engelen, J.M.L. van (2013). Applying social network analysis to explain clinical teaching behavior: Exploratory study. *Academic Medicine*, 88(3), 398-404.

**Jong, A. de, Huijgen, C.A., Marra, T.** & Roosenboom, P. (2012). Why do firms go public? The role of the product market. *Journal of Business Finance and Accounting*, 39(1-2), 165-192.

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**Kilic, O.A.**, Akkerman, R., **Donk, D.P. van** & Grunow, M. (2013). Intermediate product selection and blending in the food processing industry. *International Journal of Production Research*, 51(1), 26-42.

**Kiss, A.N.**, Danis, W.D. & Cavusgil, S.T. (2012). International entrepreneurship research in emerging economies: A critical review and research agenda. *Journal of Business Venturing*, 27(2), 266-290.

Klomp, J.G. & **Haan, J. de** (2012). Banking risk and regulation: Does one size fit all? *Journal of Banking and Finance*, 36(2), 3197-3212.

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Langley, D.J., **Bijmolt, T.H.A.**, Ortt, J.R. & Pals, N. (2012). The determinants of social contagion during new product adoption. *The Journal of Product Innovation Management*, 29(4), 623-638.

**Mink, M. & Haan, J. de** (2013). Contagion during the Greek sovereign debt crisis. *Journal of International Money and Finance*, 34, 102-113

**Nijstad, B.A.** & Dreu, C.K.W. de (2012). Motivated information processing in organizational teams: Progress, puzzles, and prospects. *Research in Organizational Behavior*, 32, 87-111.

**Oosterhuis, M., Vaart, T. van der & Molleman, E.** (2013). Differences in buyers' and suppliers' perceptions of supply chain attributes. *International Journal of Production Economics*, 142(1), 158-171.

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Paterson, C., **Teunter, R.H.** & Glazebrook, K. (2012). Enhanced lateral transshipments in a multi-location inventory system. *European Journal of Operational Research*, 221(2), 317-327.

Podoyntsyna, K., **Bij, J.D. van der**, Song, M. & Weggeman, M. (2013). Improving new technology venture performance under direct and indirect network externality conditions. *Journal of Business Venturing*, 28(2), 195-210.

Poortvliet, P.M., Anseel, F., **Janssen, O.**, Yperen, N.W. van & Vliert, E. van de (2012). Perverse effects of other-referenced performance goals in an information exchange context. *Journal of Business Ethics*, 106(4), 401-414.

**Powell, D., Riezebos, J. & Strandhagen, J.O.** (2013). Lean production and ERP systems in small- and medium-sized enterprises: ERP support for pull production. *International Journal of Production Research*, 51(2), 395-409.

Ree, J. de, **Alessie, R.J.M.** & Pradhan, M. (2013). The price and utility dependence of equivalence scales: Evidence from Indonesia. *Journal of Public Economics*, 97, 272-281.

**Regts, A.G. & Molleman, E.** (2013). To leave or not to leave: When receiving interpersonal citizenship behavior influences an employee's turnover intention. *Human relations*, 66(2), 193-218.



## Thijs Broekhuizen

“Digital channels – such as Apple’s iTunes, Amazon’s Kindle store, or Nintendo’s WiiWare – have provided creative content producers the possibility to bypass powerful publishers, and independently publish their creative content in online stores. Still there is a debate about whether content producers can also increase their commercial success. In our paper, we investigate whether game developers can successfully commercialize their content on digital channels independently, or that they still depend on the cooperation with publishers. We perform a case study of a Dutch Video Game Developer (DVGD) that marketed an identical game using two different online commercialization strategies: an independent versus alliance strategy. In the first release DVGD used online distribution to reach consumers directly, whereas in the second it used an alliance with an established video game publisher. The results show that, while the alliance required DVGD to share with the publisher a substantial fraction of the

value appropriated by the game, the alliance strategy resulted in greater absolute financial performance and relative market performance compared to the self-publishing strategy. We conclude that the differences in performance can be traced back to specialized complementary assets required for successful commercialization. Publishers remain powerful due to their control of specialized complementary assets, such as relationships with gatekeepers, portfolio of content, and marketing skills.”



**Rink, F.A., Ryan, M. & Stoker, J.I.**

(2012). Influence in times of crisis: Exploring how social and financial resources affect men's and women's evaluations of glass cliff positions. *Psychological Science*, 23, 1306-1313.

**Schertler, A.G.** & Tykvova, T. (2012). What lures cross-border venture capital inflows? *Journal of International Money and Finance*, 31(6), 1777-1799.

Servin, R., **Lensink, B.W.** & Berg, Marrit van den (2012). Ownership and technical efficiency of microfinance institutions: empirical evidence from Latin America. *Journal of Banking and Finance*, 36(7), 2136-2144.

Simpson, D., **Power, D.** & Klassen, R. (2012). When one size does not fit all: A problem of fit rather than failure for voluntary management standards. *Journal of Business Ethics*, 110(1), 85-95.

**Smeets, R.A. & Bosker, E.M.** (2012). Leaders, laggards and technology seeking strategies. *Journal of Economic Behavior and Organization*, 80(3), 481-497.

**Soepenbergh, G.D., Land, M.J. & Gaalman, G.J.C.** (2012). A framework for diagnosing the delivery reliability performance of make-to-order companies. *International Journal of Production Research*, 50(19), 5491-5507.

**Spierdijk, L.,** Bikker, J.A. & Hoek, P. van den (2012). Mean reversion in international stock markets: an empirical analysis of the 20th century. *Journal of International Money and Finance*, 31(2), 228-249.

**Stoker, J.I., Grutterink, H.** & Kolk, N.J. (2012). Do transformational CEOs always make the difference? The role of TMT feedback seeking behavior. *The Leadership Quarterly*, 23, 582-592.

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Tervonen, T.P., **Valkenhoef, G.H.M. van,** Basturk, N. & Postmus, D. (2012). Hit-and-run enables efficient weight generation for simulation-based multiple criteria decision analysis. *European Journal of Operational Research*, 224(3), 552-559.

Thurer, M., Stevenson, M., Silva, C. & **Land, M.J.** (2012). Improving the applicability of workload control (WLC): The influence of sequence-dependent set-up times on workload controlled job shops. *International Journal of Production Research*, 50(22), 6419-6430.

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Zattoni, A. & **Ees, H. van** (2012). How to contribute to the development of a global understanding of corporate governance? Reflections from submitted and published articles in CGIR. *Corporate Governance: an International Review*, 20(1), 106-118.

**Zhu, X.** (2012). Joint pricing and inventory replenishment decisions with returns and expediting. *European Journal of Operational Research*, 216(1), 105-112.

## PhD theses

### Nick van Beest

Process interference: Automated identification and repair  
Prom./coprom.: Prof.dr.ir. J.C. Wortmann & Dr. A. Lazovik  
Defended on February 7, 2013

### Jelle de Boer

Learning from video: viewing behavior of students  
Prom./coprom.: Prof.dr. E.O. de Brock & Dr. P.A.M. Kommers  
Defended on June 13, 2013

### Tomek Katzur

Essays on Asset Allocation and Diversification  
Prom./coprom.: Prof.dr. L. Spierdijk, Prof.dr. B.W. Lensink  
Defended on June 13, 2013

### Marc Kramer

Individual investor behavior and financial advice  
Prom./coprom.: Prof.dr. F.M. Tempelaar & Dr. A. Plantinga  
Defended on December 20, 2012

### Jiansuo Pei

Trade, growth, regions, and the environment: Input-output analyses of the Chinese economy  
Prom./coprom.: Prof.dr. J. Oosterhaven & Prof.dr. H.W.A. Dietzenbacher  
Defended on January 10, 2013

### Katrin Reber

Studies on pharmaceutical markets  
Prom./coprom.: Prof.dr. J.E. Wieringa & Prof.dr. P.S.H. Leeftang  
Defended on February 7, 2013

### Peter van Santen

Precautionary saving, wealth accumulation and pensions. An empirical microeconomic perspective  
Prom./coprom.: Prof.dr. R.J.M. Alessie & Prof.dr. A.S. Kalwij  
Defended on January 28, 2013

### Sietske Snoeck

Customer value models in the energy market. Understanding the role of acquisition and retention effects  
Prom./coprom.: Prof.dr. P.C. Verhoef & Dr. E. van Nierop  
Defended on December 13, 2012

### Adriaan Soede

Tevreden met pensioen. Veranderende inkomens en behoeften bij ouderen  
Prom./coprom.: Prof.dr. R.J.M. Alessie, Prof.mr. C.A. de Kam & Dr. J.C. Vrooman  
Defended on December 3, 2012



# Short News

In the past months, several FEB researchers have been appointed to various positions and grants were obtained.

## Appointments

### Albert Bressand appointed Professor of International Strategic Management in the Energy Sector

The Energy Academy Europe has appointed Albert Bressand Professor by special appointment of International Strategic Management in the Energy Sector at the FEB.

Professor Albert Bressand led the Global Business Environment department at Shell in London until 2006. Since then he has been associated with Columbia University (New York) as Professor of Practice in International and Public Affairs, Executive Director of the Center on Energy, Marine Transportation and Public Policy. He is currently Senior Fellow at the Vale Columbia Center on Sustainable International Investment and faculty on the Senior Executive Program of the Columbia

Business School. He is also Special Adviser to Commissioner Andris Piebalgs at the EU Commission in Brussels.

### Lex Hoogduin appointed as Professor

Professor Lex Hoogduin, former member of the board of De Nederlandsche Bank, has been appointed as a part-time professor of the Economics of Complexity and Uncertainty in Financial Markets and Financial at FEB. The appointment means a return to Groningen for Hoogduin, who previously graduated from FEB, did his dissertation in Groningen as well and worked for a short period of time as a professor at FEB.

### Appointment of Bert Schoonbeek as professor of endowed chair of Applied Game Theory

Professor Bert Schoonbeek has been appointed professor of Applied Game Theory at the FEB. The endowed chair is set up by the Groningen University Fund of the university. Schoonbeek is a specialist in the fields of Game Theory, Industrial Organization and Contest Theory. Game theory is aimed at understanding strategic interaction between parties when they take rational decisions. The theory provides tools to model such situations mathematically and to analyse these subsequently. Therefore game theory plays an important role in solving economic issues.



## Erik Dietzenbacher elected president of International Input-Output Association

FEB professor Erik Dietzenbacher has been elected president of the International Input Output-Association (IIOA) for a three-year term per January 1, 2013. This international professional association of researchers and statisticians focuses on theoretical and empirical research into input-output data and analyses, at a regional, national or global level.

Dietzenbacher is full professor of inter-industry economics at FEB. and was co-ordinator of the EU FP7 funded project WIOD.

## Aard Groen professor of Entrepreneurship and Valorisation

Professor Aard Groen has been appointed as professor of Entrepreneurship and Valorisation at FEB. Groen holds a similar part-time chair at the University of Twente, which contributes to the collaboration between the North-Eastern Universities in the Netherlands, such as Groningen, Twente, Radboud Nijmegen and Wageningen University. You can read more about Aard Groen on page 8.

# Announcement

## 1st International EurOMA Sustainable Operations and Supply Chains Forum

The first 1st International EurOMA Sustainable Operations and Supply Chains Forum entitled "Exploring Sustainability in OM and SCM: setting the research agenda" will be held in Groningen from March 24-25, 2014.

There is a large community of researchers that has entered the field of sustainability. As with many relatively new fields there are numerous questions both for business and research on how OM and SCM can contribute. Typical questions to be discussed are if and what type of theory on sustainable operations and supply chains needs to be developed? What approaches

# Awards

## Prof. Peter Verhoef wins Journal of Marketing Award for article with long-term impact

Professor of Marketing at the FEB, Peter Verhoef has won a prestigious award for scientific articles that have proven long-term impact, the Sheth Foundation/ Journal of Marketing Award 2012. Verhoef's winning article on Customer Relationship Management was published in the JM in 2003. He is the first Dutchman to win this award.

His article tackled a topic that is difficult from both a conceptual and empirical perspective, and is an exemplar of well-designed and well-executed empirical research. To quote a nominator, "the paper is highly relevant and frequently used by practitioners, and has been written in a style which stimulates practitioners to implement ideas and outcomes." The committee praised the significant impact of the article on both scholarly research and marketing practice. Verhoef's paper has previously won the Donald R. Lehmann award and was the final piece in his dissertation.

## NBN Rabobank thesis prize for FEB student Max Pater

FEB graduate Max Pater (23) won the NBN-Rabobank thesis prize for his Bachelor IB&M thesis on social entrepreneurship. His thesis focused on the question why social entrepreneurs operate in many and/or distant countries, combining the field of international business and the social entrepreneurship domain. The jury complimented Pater on his style of research and innovative approach in the field.

## PhD student Berend van der Kolk wins MAB student award

FEB's Berend van der Kolk won the MAB student award (2500 euro) for his scientific article in the "Maandblad voor Accountancy en Bedrijfseconomie" (MAB, a Dutch Journal for Accounting and Business Economics). The article was based on his FEB master's thesis about accounting practitioners and ethics. Van der Kolk analyzed the factors that influence the ethical reasoning ability of accountants and students of accountancy. It was published in MAB journal 4/2011 ([www.mab-online.nl](http://www.mab-online.nl)). The jury praised the article as "well written, relevant and in line with current developments."

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are employed? How can operations in this field be linked to similar initiatives in other disciplines such as product development and human resources?

The Sustainability Forum is a new initiative of EurOMA and offers the possibility to meet fellow OM researchers and practitioners interested to develop new ideas, discuss papers and explore new topics in a small, collaborative setting.

The first Forum will have a keynote presentation by Robert Klassen, Ivey Business School, Canada.

More information can be found on the website: [www.rug.nl/research/opera/euromaforum](http://www.rug.nl/research/opera/euromaforum).

## Colophon

FEB Research is published twice a year by the Faculty of Economics & Business and the Research School SOM of the University of Groningen. A digital version of the magazine can be found at: [www.rug.nl/feb/febresearch](http://www.rug.nl/feb/febresearch).

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## Organisation of Research

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