

Phil Taylor shared his expertise with students in Ahmedabad

Hello and welcome to the autumn issue of *Pioneer*.

In this issue we particularly want to highlight the recognition a number of our students have received by way of national awards and competitions over the past few months. Two of the students who received prestigious internships through the Saltire Foundation are featured.

As reported in our SBS e-newsletter earlier this year, eight undergraduates from Strathclyde Business School were awarded internships, with a further eight from elsewhere in the university making Strathclyde the university awarded the highest number of internship awards in Scotland this year.

All the awards are tremendous feathers in caps for all concerned. Our students' successes can only mean that as alumni they will further polish the reputation that Strathclyde has for producing informed, successful and practical-minded graduates.

This issue's academic article looks at how nostalgia is being used in marketing to sell products, and how it can be used to reinterpret a product to be relevant to today's world.

Finally, we feature an article about Dr Jason Cope who won an intensively competitive scholar-in-residence award from the Fulbright Commission – only 50 grants are awarded annually worldwide – and was placed at Florida State University. It is with great sadness and regret I have to announce that since the writing of the article Jason passed away suddenly at his Florida home. He was a much admired academic, greatly loved by family, friends and colleagues, and we dedicate this issue of *Pioneer* to him.

Professor
Susan Hart
Dean, Strathclyde
Business School



OUR EXPERT BECOMES VISITING PROFESSOR IN INDIAN BUSINESS SCHOOL

► Professor Phil Taylor of the Department of Human Resource Management spent five weeks in India as a visiting professor at the Indian Institute of Management in Ahmedabad.

Spanning June and July, the trip was the second part of a Royal Society of Edinburgh international exchange programme that enables top Scottish-based researchers to collaborate with counterparts anywhere in the world.

It was the latest in a series of 20 research visits made by Professor Taylor since 2002, during which he has investigated the offshoring and outsourcing of call centres and business services to India from the UK.

Having completed many academic publications and research reports, he has become an internationally recognised expert on the globalisation of UK process outsourcing. His research has informed policy-makers in the EU Parliament, European Commission, Scottish Development International, the International Labour Organisation, Union

Network International, the Unite union and the Customer Contact Association.

During his visit, Phil was part of a trade delegation organised by the government-funded Scottish Development International to Bangalore (now Bengaluru) and to the prominent Nasscom BPO (Business Process Outsourcing) conference aimed at enhancing business links between the two countries. He also explored and furthered academic exchanges and collaboration with higher education institutions in India, including the prestigious Tata Institute of Social Science in Mumbai and the Indian Institute of Management in Ahmedabad.

Phil undertook further fieldwork research into the BPO industry, investigating the impact of the global economic slowdown on the BP industry through document analysis and extensive interviews with managers and employees in Bengaluru and Delhi.

“The core of the visit was structured around the International Exchange Programme,” says Phil.

“Following the Department of Human Resource Management hosting the visit of Professors Ernesto Noronha and Premilla D’Cruz of the Indian Institute of Management in 2008, I was invited to the IIM as the second leg in this exchange. Our productive collaboration was advanced through the completion of academic articles and the development of a strategy for future research activity.”

“OUR PRODUCTIVE COLLABORATION WAS ADVANCED THROUGH THE COMPLETION OF ACADEMIC ARTICLES AND THE DEVELOPMENT OF A STRATEGY FOR FUTURE RESEARCH ACTIVITY.”

MANAGEMENT PROFESSOR RETIRES FROM STRATHCLYDE

► Professor Chris Huxham, head of the Department of Management, retired in July after 26 years with the university. She was known internationally for her research on collaborative working.

Held in high esteem and regularly sought out by practitioners in management around the world for her work on collaboration, Chris has developed the theory of collaborative advantage for more than 20 years: it is research she has carried out with other academics, in particular Dr Siv Vangen, formerly of Strathclyde.

Chris is a fellow of and was president

of the British Academy of Management last year. She has had a long-running and involved role with BAM, and has been central to its proceeding to a fully-fledged professionalised society, with a proper infrastructure, dedicated offices and regular training programmes.

She has also been a senior fellow of the Advanced Institute of Management Research (AIM) and an Academician of the Academy of Social Sciences – the latter conferred just last year – as well as a member of the ESRC’s Training and Development Board for the past three years.



Jim Watson, director of financial services, Scottish Enterprise, presents Kerrie McKnight with her award on behalf of Glasgow's International Financial Services District

OUR STUDENTS SHINE IN COMPETITIONS

► Strathclyde students have been notching up a number of successes.

Stephanie Anderson and Kirsty Chalmers took two of the top three places in the UK-wide Student Voice essay competition run by the Higher Education Academy's Business, Management, Accountancy and Finance Network. Writing about the kind of assessment and feedback practices that worked best for them, Stephanie achieved joint first and Kirsty was third.

A team of marketing undergraduates took first place in a practical marketing competition, tasked with creating awareness of a new events website. Fighting off competition from 100 teams across Scotland, their ideas won them a trip to New York and summer internships with marketing agency DADA.

Jenna McLauchlan, Ross Dempsey, Rachel Grant, Yuliya Galimova and Euan Brown had to present their results during a tense three-hour final. They won over judges by ditching conventional mass flyer methods to focus on groups such as exchange students, dating site users and those visiting internet access points throughout Glasgow. They also utilised social media networks.

The final's judging panel was Allan MacAskill of News International, Sean Murray of SECC



Winners and admirers: Sean Murray of SECC with Ross Dempsey, Euan Brown, Yuliya Galimova, Jenna McLauchlan, Rachel Grant, Oli Norman (DADA) and Allan McAskill (News International)

and Oli Norman of DADA.

Ross Dempsey said: "One of the greatest things about this project was that we were in complete control; we were simply given objectives and could go about it in any way we wanted. This allowed students to get creative and innovative by putting the theory we've learned over the years into practice while getting to know and compete with classmates."

Eight of our business school undergraduates were awarded Saltire Internships. Strathclyde University as a whole was awarded the highest number of internships this year, with a total of 16 across the university: the highest number in Scotland.

We feature two of the students' experiences on pages 6 and 7.

MBA student Michael Cooper was one of the few to be shortlisted for interview for the AMBA Student of the Year award. Having instigated

several initiatives at Strathclyde, his dedication to the MBA and Strathclyde made him stand out from the other nominees in this prestigious international award.

Third year undergraduate Gillian Fitzpatrick got through to the final 10 of 'Target Jobs' Business and Finance Undergraduate of the Year award, from an initial entry of 500.

Recent finance graduate Kerrie McKnight received a new award set up by Glasgow's International Financial Services District to recognise the wealth of talent graduating from Glasgow universities. Strathclyde nominated her as an 'outstanding achiever'.

Ashley Duncan, recent graduate in hospitality and marketing, was in the final four of the Business and Economics Graduate of the Year award category in the British Graduate 100 Awards after an initial submission of 13,000 students.

and...

GRANTS ANNOUNCED

Professor John Finch, Department of Marketing, has been awarded a grant of £103,410 over three years from the Leverhulme Trust for research into marketing green chemistry. Professor Gary Koop, Economics, has been awarded an ESRC grant of £325,000 over three years for research into 'Macroeconomic forecasting in turbulent times'.

EMIRATES PLACEMENTS

Emirates Airlines continues to strengthen its relationship with Strathclyde Business School by more than tripling to 100 the number of student placements it funds for the Dubai Airshow. The next show is in October 2011.

GREEK ALUMNI EVENT

Six distinguished alumni of Strathclyde were honoured by the Hellenic Alumni Association of the University of Strathclyde at a ceremony held on June 11 in Athens at Ktima Filira. Three of the six alumni were graduates of the business school, namely, Professor Georgios Avlonitis, Professor Athanasios Kouremenos, and Mr Christos Papapolyzos.

FOUR-YEAR PROJECT

Richard Bellingham of the Fraser of Allander Institute is part of a research team that has gained a major research grant of almost £1 million from ESRC/EPSC for a four-year project on the development of sustainable and low-carbon heat systems in north European cities.



THE POWER OF NOSTALGIA: ZEITGEIST OR MARKETING HYPE?

DO YOU REMEMBER MILKY BARS, CADBURY'S WISPA, SODA STREAMS, THE A-TEAM...? EVOKING THE PAST CAN PROMOTE A PROFITABLE FUTURE, SUGGESTS DR BEVERLEY WAGNER OF THE DEPARTMENT OF MARKETING

The word nostalgia is derived from the Greek *nostos*, meaning to return to one's roots, and was generally attributed to severe melancholia related to homesickness. However, it is now more commonly referred to as a sentimental yearning, or wistful memory, for the past. Indeed nostalgia is a universal catchword for looking back at an idealised world or golden age and has been defined as a longing for the past or a yearning for yesteryear.

This notion plays a significant strategic role in many aspects of contemporary marketing, from new product development through to marketing communication campaigns. Evoking a memory of an experience or situation in the past, via cues in music, artefacts or appearance, helps to create an emotional link between the consumer and the brand. The idea can be incorporated into segmentation strategies: for example the current nostalgia boom in marketing that has connections with the baby boomers of the 60s, or the focus on grey consumers reflecting the 40s/50s eras, and may go some way to explain the success of the heritage industry. Adopting popular fashions, music, films and so on from the 60s is not just the domain of the baby boomer generation. This is also extremely popular with younger generations, and cross-generational success may have little to do with a longing for a bygone time that they have never experienced. Indeed they may be discovering these things for the first time themselves.

Contemporary consumers can't seem to get enough of brands, products, films, music and fashion that evoke memories of a long-gone time. Nostalgia is everywhere: the Mini Cooper, VW Beetle, re-released music, revamped and 3D films... you name it.

A combination of romance and emotion

may evoke memories of the 'Summer of Love' for some, but for others the latest hi-tech music sound systems, power windows, eco-friendly fuel consumption, cruise control and sun roofs in cars, computer-generated imagery in films and remixed digitalised music are much more important and very different from the cheap, easy-to-fix versions introduced back in the mists of time.

This marriage of past and present highlights that these brands are very much alive in the contemporary consumer's mind. For example, the 1970s product Soda Stream was not that popular back then, but has been recently saved from obscurity, relaunched and positioned as an environmentally friendly solution to bottles. Environmental brand credentials are high on many consumer agendas today and may also save money in these harsh recessionary times.

Celebrities are hot property in advertising campaigns. Look back at the 1993 GAP advert for their khaki trousers range – with the tagline of "Who Wore Khakis?" – featuring iconic figures such as Steve McQueen, Marilyn Monroe, Jack Kerouac and Andy Warhol.

We never seem to tire of deceased celebrities. Marilyn Monroe appears again with John Lennon in the 2010 Citroën ad that the auto maker refers to as anti-retro. Clearly Citroën does not understand the meaning of the word retro as brand cues from the past are combined with the notion of the latest cutting edge innovative technology so that the Citroën ad completely embraces nostalgia marketing. Retro brands are only successful if they are valued, mean something to the consumer and are relevant to today's lifestyle needs and requirements.

Warm memories that evoke nostalgic emotions are exploitable assets in today's market and the increase in nostalgia-driven marketing may be

associated with rapid technological change.

Technology creates a distance between the process of production and consumption. For example, modern food production processes have advanced to the extent that the processes have become remote from consumers' lives and experience. Hence we are seeing an increase in demand for homemade-like food, home-grown organic vegetables and also a revival of traditional crafts such as knitting and sewing.

We have become concerned with the rate of change. High-speed modern living, lifestyle and relief from stress, as well as the impact of the recession, are some of the reasons cited. The use of nostalgia in marketing addresses some deep societal need in a search for authenticity: reaching back to halcyon days where things were slower, simpler and more peaceful. Even the hard-nosed financial services industry is getting in on the act, luring us with connotations of nurturing, safety and home. Young and old alike are clinging to the past and demonstrate a deep longing to control our lives, in a search for community, comfort and familiarity and a metaphorical comfort blanket.

It is essential that marketers understand this complex phenomenon and the reasons for its appeal. Brand stories evoking idealised imagery communicate a sense of authenticity that reflects the brand's core values: Innocent drinks are an example. This is becoming increasingly important as people search for meaning and happiness in their lives, and authenticity is manifest in nostalgic cues to past times in advertising, product development and heritage. Authenticity can be used as a guiding principle resulting in consistency of meaning and to convey sincere messages to consumers. This was demonstrated in anniversary celebration advertisements such as the 2008 Hovis retrospective commercial depicting 122 years of British history

A GLIMPSE OF THE CORRIDORS OF POWER

STUDENTS REPORT ON THEIR WORK PLACEMENTS WITH
THE SALTIRE FOUNDATION'S INTERN PROGRAMME

► The Saltire Foundation's undergraduate internship programme offers some of Scotland's most talented students a unique opportunity to work with senior level people in the world's leading companies. Eight business school students were selected to take part this year and two of them are here to tell us about their experiences.

Claire McDonald at Bayer, Berlin, Germany:

Working in marketing in Women's Healthcare for Europe and Canada, I joined my supervisor at a very exciting time as his team was beginning to strategise a new product launch. It takes years to develop a drug and get it ready for sale and an extreme amount of effort and planning goes into its launch. Bayer has to target consumers and medical professionals and I got first-hand experience of the strategies they use and difficulties they have to overcome.

I sat in on meetings for the design of the promotional website and soon learned that here lay one of Bayer's main challenges, as the mention of brand name or use of any colours or symbols associated with the brand is forbidden under pharmaceutical marketing laws. I also learned how products are promoted to medical professionals, and how press releases are produced.

I was given my own project. It is not allowed to market a pharmaceutical product directly to consumers, so you must try promote it indirectly. One way to do this is through raising awareness of the disease it fights against. I was responsible for researching and contacting relevant global patient groups to find out if they had any medical or industry connection and if there were opportunities for Bayer to work with them.

My time at Bayer enabled me to gain invaluable insights into the real workings of a global business and how marketing really plays its role. First-hand experience has greatly enhanced my practical knowledge and skills-set, which I believe will be extremely beneficial in my future career.

I would strongly encourage anyone to apply to Saltire. I nearly didn't apply and would have missed out on the chance of a lifetime. It is important to understand that this is a real challenge – but one 110 per cent worth doing.

Colin Millar at Liberty Mutual, Boston, USA:

I was working in the head office in the centre of Boston. My department had an intern from the Saltire Foundation last year and it quickly became apparent that I had a lot to live up to, such was the impact she had made.

The company is massive – ranked 71st in the Fortune 500 list of America's largest companies

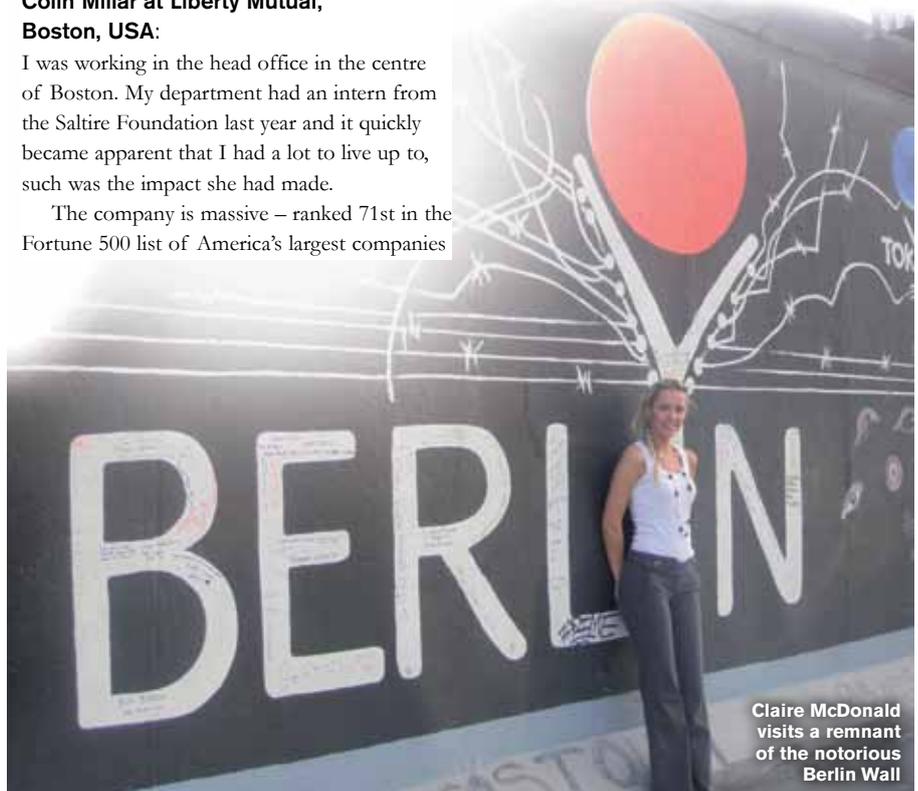
– so I got a real taste of what it would be like to work for a large multinational.

I've gained so much confidence from working here. The projects I've been contributing to have been important to the department, rather than just a side task to keep me busy.

We were invited to the Liberty Mutual Senior Forum, a three-day event bringing together the finest interns from across the company. There was a Q&A with president and CEO Ted Kelly and it was fantastic to gain such access to the guy at the very top of the corporation.

The Saltire Foundation internship provides you with relevant, paid work experience in a top multinational company, in some of the best locations in the world. I know it's a cliché, but this is a once-in-a-lifetime opportunity, and I feel so lucky to have been a part of it.

www.saltirefoundation.com



Claire McDonald visits a remnant of the notorious Berlin Wall

FUZZYWORDS

GET DEFUZZED WITH OUR 13TH STROLL THROUGH THE JARGON ALPHABET

Co-rumination: Excessive chattering about problems, real and imagined, leading to an increase of real anxieties, and creation of new ones. Has increased markedly in recent years, as email, messaging, texting, and Facebook give the self-obsessed a multitude of outlets.

Exit strategy: A plan to extract yourself from a mess that more than likely you created in the first place by poor planning or misjudgement. Term is used equally by business people, military leaders and politicians. Result: you often get stuck even deeper in the mire.

Eco-embedded: The idea that business and government adopts eco-friendly practices that leave the consumer no choice. A ban on plastic shopping bags, for instance, carbon emission laws, or 'green' credit cards where consumers pay a little extra to offset the carbon cost of their purchase.

CAREER CHANGE IS JUST KIRSTY'S CUP OF TEA

KIRSTY FITZGERALD IS LOVING THE CHALLENGE OF HER OWN TEAROOM

► After being made redundant from her events marketing job in January, business school graduate Kirsty Fitzgerald decided it was 'now or never' and set up her own business in Glasgow, the Hidden Lane Tearoom.

At first glance it may seem a world away from the marketing and French degree that Kirsty (25) studied for and while her two previous jobs with major companies may seem more relevant to her studies, Kirsty is using her marketing prowess every day to attract new customers to her tearoom.

"My tearoom dream came to life when I was made redundant. There weren't many jobs out there at the time that interested me, so when I found out the Hidden Lane Tearoom was available, it was perfect timing.

"I felt like the economic climate had already done all it could to me! If I can make a success of this business now, during a time of uncertainty, then hopefully things can only get better."

At first Kirsty's idea was to set up a jewellery business, which she had been dabbling in as a hobby up to that point, and was looking for a property for this in the Hidden Lane in Glasgow's West End – where many creative businesses start up – when she was told the tearoom's lease was coming to an end. "It felt like fate so I just went for it!"

Kirsty then had just 10 days to redecorate and stock up for opening. "My parents were a massive help, financially as well as mentally. They have both had their own businesses so knew exactly what I was going through and what help to offer. It was a very stressful time and I couldn't have done it without them."

Friends pitched in, from doing painting and decorating to donating some of the vintage crockery and bits and pieces Kirsty has used in the tearoom, and for finance, she got a loan from PSYBT and grants from the Regeneration Agency and Strathclyde University.

"Word of mouth has been the main marketing tool so far," she says. "Due to my location, I don't get any passing trade but when people do find me they always say 'I'll tell all my friends' as they leave. I have also used Facebook and find it's really useful in letting people know about me. I'm also working on a website and have started a blog.

"I do find myself referring to various things I learned at university and obviously due to my 'hidden' location, marketing is really important so I am constantly trying to think of new and unusual ways to let people know about my business. I've been lucky and had some interest from various local papers and I am also a finalist in a competition hosted by Smooth Radio and the *Evening Times*."

So far, reaction has been positive and Kirsty is enjoying her new venture: "Everyone seems to love the vintage theme and the location always goes down well. People love stumbling across a hidden gem."

With Kirsty's marketing experience behind her, it sounds like the Hidden Lane Tearoom won't stay hidden for much longer. **The Hidden Lane Tearoom is at 8 Argyle Court, 1103 Argyle Street, Glasgow.**



THIS STORY WILL RUN AND RUN

► David Wylie's career has taken him from England to Canada, but his running 'career' has seen him travel all over the world. Currently he is a bid director for John Laing, a private investor in public sector infrastructure projects, based in Vancouver. He is responsible for identifying and developing opportunities, forming partnerships and then taking the competitive bidding process to financial close.

While doing his MBA, David ran the East Kilbride half-marathon and also ran with an informal midweek group of students and staff from the business school, led by Peter McInnes. After running his first marathon on moving to Oxford, David was hooked.

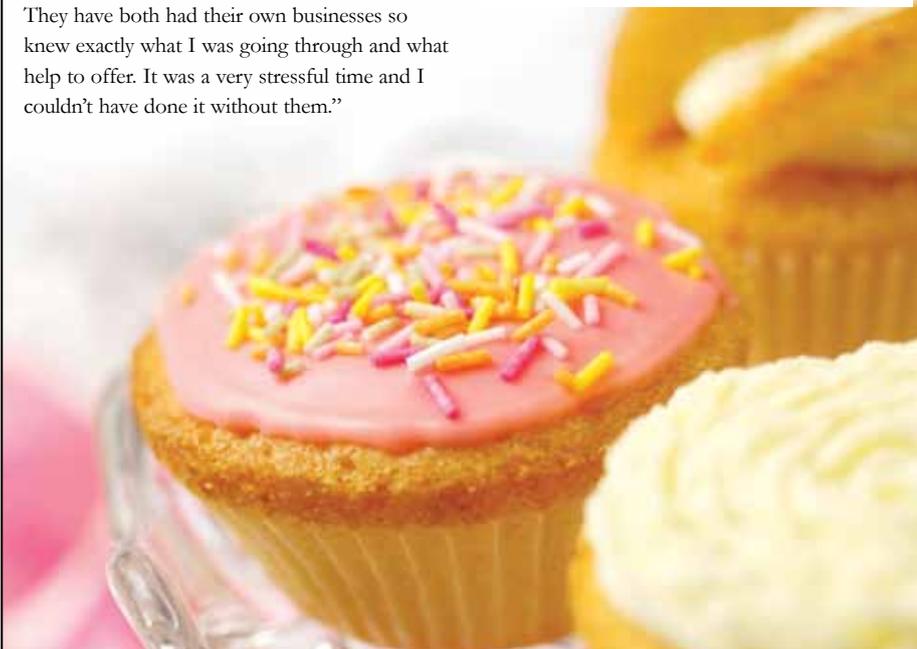
"I'm constantly drawn to longer distances because I like having to rely on mental as well as physical endurance," he says. "I ran the London Marathon in 2007. It felt a great achievement, but there were nearly 40,000 other people and I wanted to be part of a more exclusive group. In 2008 I signed up for the Marathon des Sables, a 153-mile race over six stages in the Moroccan Sahara. I was self-sufficient during this week, carrying all the food, clothing and medical supplies I'd need for the entire race.

"There's a real danger of getting lost in the sand dunes or salt flats of the Sahara. It was an extreme test of endurance. It's billed as 'the toughest footrace on earth' and I loved it."

Training for the race involved several ultra-marathons.

"Around this time I was also getting into triathlon and soon after getting home from the MDS I entered the world of Ironman. Over the past couple of years I've completed four Ironmans – a 2.4-mile swim, 112-mile bike and 26.2 mile run," says David.

He believes he performs best, professionally and outside of work, when under pressure. Before moving to Canada, he was working in London with a 4½ hour commute, but still managed to train for the MDS and a couple of Ironmans.



HUNTER CENTRE LECTURER BECOMES **FULBRIGHT SCHOLAR**

DR JASON COPE, LECTURER AT THE HUNTER CENTRE FOR ENTREPRENEURSHIP, ARRIVED IN AMERICA IN AUGUST AFTER RECEIVING A PRESTIGIOUS SCHOLAR-IN-RESIDENCE AWARD FROM THE FULBRIGHT COMMISSION. HE TELLS US ABOUT HIS FIRST FEW WEEKS AS 'OUR MAN IN FLORIDA'



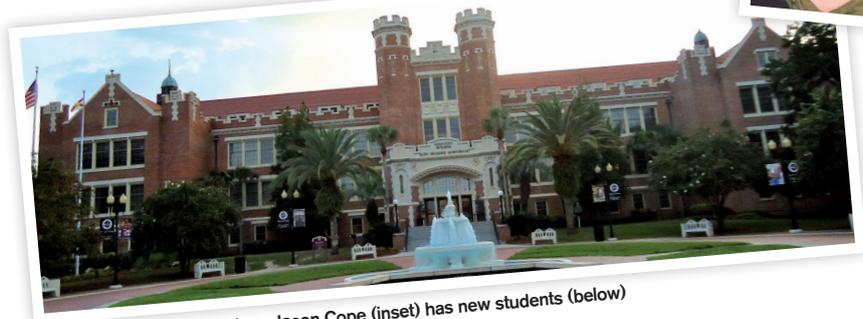
► I've been fortunate to join the incredibly dynamic Jim Moran Institute for Global Entrepreneurship (JMI), within Florida State University's college of business. The institute was established in 1995 through generous donations from automobile industry legend Jim Moran, his wife Jan, and JM Family Enterprises, Inc. These donations were supplemented with a major grant from the State of Florida to create a fully-funded endowment.

In this way, the creation of JMI has startling similarities to the creation of the Hunter Centre for Entrepreneurship, which was endowed by Sir Tom Hunter. JMI also shares a very similar mission to the Hunter Centre and seeks to cultivate, train and inspire entrepreneurial leaders in the community through world-class education programmes, mentoring and consulting.

JMI has introduced some truly innovative and unique programmes, including the 'Entrepreneurial Bootcamp for Veterans with Disabilities' (EBV) and 'Chempreneurs'. EBV offers cutting edge, experiential training in entrepreneurship and small business management to soldiers, sailors, airmen, and marines disabled as a result of their service supporting operations Enduring Freedom and Iraqi Freedom (<http://cob.fsu.edu/ebv>). This is such an incredibly powerful and motivational programme, and I wonder whether a similar programme could be developed at Strathclyde.

Chempreneurs pairs up entrepreneurship majors with faculty and PhD students from the chemistry department to help commercialise their ideas. With Strathclyde's rich history of technology transfer and commercialisation, I'm very keen to explore the possibility of developing a similar programme upon my return to Glasgow.

The hospitality and generosity of the faculty here at FSU has been staggering. I have been truly spoilt since my arrival and everyone has gone out of their way to make me feel both



Florida State University, where Jason Cope (inset) has new students (below)

valued and at home. The president of FSU, Professor Eric Barron, has been kind enough to let me stay in his private on-campus penthouse apartment for the duration of my stay and it is, quite simply, stunning. JMI has provided a hire car for me, I have been given my own office, been taken out for dinner innumerable times and enjoyed a welcome reception on the rooftop of Tallahassee's premier hotel. I am seeing every day what a privilege it is to be a Fulbright Scholar and how excited everyone at FSU is to have me here.

I've spent the past two weeks meeting staff from JMI and the Department of Management, discussing the various ways in which I can get involved and ensure that I make a real and lasting contribution during my tenure. I've already started co-teaching with Professor Jim Dever, who worked tirelessly to make this scholarship a reality.

It's a joy to get to work with Jim in the classroom. He has a relaxed and engaging teaching style and the students hang on his every word because they can see how much he loves inspiring them to become entrepreneurial. His passion and enthusiasm are infectious, and I am lucky enough to see the kind of teacher I aspire to be.

I am really enjoying seeing how engaged and motivated the entrepreneurship students are at FSU. As soon as they begin to take JMI classes, they are thrown headlong into starting a small business, and it is this reality of start-up that makes them so excited. It will be exciting to help them get these businesses off the ground while I'm here and some great ideas have already emerged.

Finally, I must say how thrilled I am at the prospect of getting to work with students and faculty from Florida A&M University, which was established in 1890 as a land grant institution with the purpose of educating African Americans. A key element of my SIR scholarship is to work with this historically black college and I relish the opportunity.

This is just such an incredible learning opportunity and I am savouring every minute. I only hope I can make a lasting contribution to the work of JMI and ensure that strong and enduring links are established between our respective business schools. On that note, here's to Fulbright and the rest of my stay here.

