

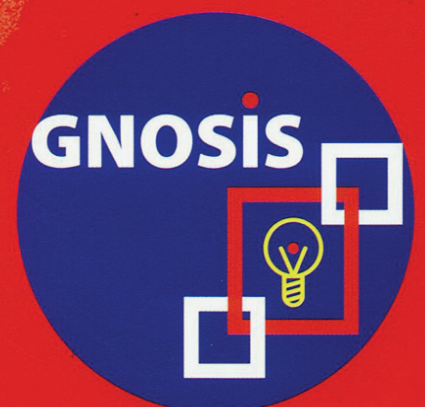
Mastering Business Practice

Opportunities, Challenges, Future Prospects

A Two Day International Conference

6 & 7 September 2007

Melia White House Hotel, London, UK



PARTNERS



INTERNATIONAL RESEARCH TEAM AND ORGANISING COMMITTEE

Elena Antonacopoulou, Conference Chair, University of Liverpool Management School, UK

Linda Argote, Tepper School of Business, Carnegie Mellon University, USA

Regina Bento, Merrick School of Business, University of Baltimore, USA

Peter Berends, University of Maastricht, Netherlands

Kjertsi Bjorkeng, University of Technology Sydney, Australia

Matteo Bonifacio, University of Trento and Policy Officer, European Commission, Italy

Maria Bonnafous-Boucher, Conservatoire National des Arts et Métiers, France

Stewart Clegg, University of Technology Sydney, Australia

Mary Crossan, Richard Ivey School of Business, University of Western Ontario, Canada

Tom Cummings, Marshall School of Business, University of Southern California, USA

Olav Eikeland, Work Research Institute Oslo, Norway

Bente Elkjaer, Danish University of Education, Denmark

Martha Feldman, University of California, Irvine, USA

Tara Fenwick, University of British Columbia, Canada

Daniel Geiger, University of Liverpool Management School, UK

Silvia Gherardi, University of Trento, Italy

Wolfgang Guettel, Vienna University of Economics and Business Administration, Austria

Anne Huff, TUM Business School, Germany

Remi Jardat, ISTE, France

Jerome Meric, Centre d'Etudes et de Recherches en Management de Touraine, France

Deborah Mulders, Technische Universiteit Eindhoven, Netherlands

Charlene Nicholls-Nixon, Richard Ivey School of Business, University of Western Ontario, Canada

Manuela Perrotta, University of Trento, Italy

Yvon Pesqueux, Conservatoire National des Arts et Métiers, France

Diego Ponte, University of Trento, Italy

Terry Rocves, Conservatoire National des Arts et Métiers, France

Nicolas Rohde, Freie Universitaet Berlin, Germany

Georges Rommes, Technische Universiteit Eindhoven, Netherlands

Denise Rousseau, Heinz School of Public Policy and Management, Carnegie Mellon University, USA

Georg Schreyoegg, Freie Universitaet Berlin, Germany

Jonas Sprogøe, Danish University of Education, Denmark

Susan Taylor, Robert H Smith School of Business, University of Maryland

Maurizio Zollo, INSEAD, France

INTRODUCTION

Alarmed by the falling level of innovation across industries and the resulting implications on national competitiveness, the UK Government established the Advanced Institute of Management Research (AIM). AIM is the most prestigious multi-council research initiative to-date involving the UK's Economic and Social Research Council (ESRC) and Engineering and Physical Sciences Research Council (EPSRC).

Under the aegis of AIM, Professor Elena Antonacopoulou, one of the 16 AIM Senior Fellows, has founded GNOSIS, a dynamic research forum located at the University of Liverpool Management School. GNOSIS focuses on creating connections between business practitioners, policy-makers and academics, to identify new and improved ways of managing collaboratively.

GNOSIS has led an international programme of research as part of AIM. The research programme has brought together a strong group of leading scholars across several different disciplines, and across 9 countries (Australia, Canada, Denmark, France, Germany, Italy, the Netherlands, UK and the US). The international research team engaged nearly 30 organisations across 3 sectors (Banking, Biopharmaceuticals and Management Consultancy) in the study. This innovative study provides the first systematic analysis of some 60 business (strategic and operational) practices and provides new insights on how business practices support organisational growth and sustainability in the Knowledge Economy.

Mastering business practices for innovation and competitiveness is a major leadership challenge and one that lies at the core of the UK Government's strategy to improve performance and productivity, prosperity levels and hence national competitiveness. From an organisation's point of view, innovation is more about staying one step ahead of the competition. Innovation is not just about technology: in most cases, successful

innovation is really about the ability to systematically reconfigure core business practices, to proactively address market changes and shape the industry's future.

Leading a strategic learning agenda lies at the core of this process of change and reconfiguration. A strategic learning agenda reflects the ability to proactively change and improve existing business practices and it is a key dynamic capability that organisations will need to demonstrate to maintain their competitive advantage.

The GNOSIS 'Mastering Business Practice' conference will disseminate the key findings of this ground breaking research programme and is a must attend event for all those who wish to learn how different companies in different contexts (sectors, countries) perform their strategic and operational practices to support innovation, productivity and competitiveness.

Conference Detail

True to the GNOSIS philosophy to support the integration of knowledge, this conference is designed to provide ample opportunities for ideas to be exchanged and for lessons on promising practices to be shared. It is also designed to provide a unique opportunity for Business Practitioners, Policy-makers and Academics to jointly distil the key issues that can inform the future agenda for competitiveness and to identify the ideas that can shape the future GNOSIS research portfolio.

The conference will take place on the 6 & 7 September 2007 at the Melia White House Hotel in Regent's Park, London with a Gala Dinner to be held on the 7 September. The venue has recently undergone a £30 million pound refurbishment and offers excellent conference facilities in high quality surroundings.



We are keen to ensure access to the conference to as many interested parties as possible hence, offer several different delegate ticket options:

- Academic 1 day ticket – Thursday, 6 September £ 95.00 + VAT
- Academic 2 day ticket & dinner £175.00 + VAT
- Corporate / Public Sector 1 day ticket – Friday, 7 September £175.00 + VAT
- Gala Dinner (dinner only) £ 70.00 + VAT

Conference Content & Themes

The aim of the conference is to disseminate cutting edge research findings which will support growth and sustainability by building capacity to proactively change and improve core business practices. We will highlight current practices to provide a clear, coherent and sustainable business model and provide information to help delegates develop the strategic learning capabilities to lead impactful innovation programmes in their organisations through aligning strategic and operational priorities to improve productivity and competitiveness.

The conference will feature two days, each with a different focus to present the research findings. The conference will consist of a range of plenary sessions, keynote presentations, panel presentations and interactive workshops.

THURSDAY, 6 SEPTEMBER 2007

- 09.00-09.30** Introduction to the day Professor Elena Antonacopoulou
Welcome address
Professor Robin Wensley, Director AIM
Welcome address and chair of the Keynote presentation session
Professor Drummond Bone, Vice Chancellor, University of Liverpool
- 09.30-10.30** *Practices as the New Fundamental Social Formation in the Knowledge Society*
Keynote Presentation Professor Stephen Turner
- 10.30-11.00** Tea/Coffee Break
- 11.00-11.15** *What is Practice and Why Does it Matter in Organisation Studies: Lessons from the AIM International Research on Practice*
Professor Elena Antonacopoulou
- 11.15-12:00** *Theoretical and Methodological Issues When Doing Practice Research: Reflections from the AIM International Research*
Chairs: Dr Daniel Geiger and Dr Wolfgang Guettel
- 12.00-13.00** Lunch
- 13.00-14.30** Parallel Workshops
Workshop A: *Theoretical Implications of Practice Research*
Facilitators: Professors Stewart Clegg, Mary Crossan, Bente Elkjaer, Yvon Pesqueux

Workshop B: *Methodological Challenges and Pitfalls When Using Practice as a Methodology*
Facilitators: Professors Silvia Gherardi, Anne Huff, Georg Schreyögg, Susan Taylor.
- 14.30-15.00** *Opportunities for Future Practice Research*
Chair: Professor Anne Huff
- 15.00-15.30** Tea/Coffee Break
- 15.30-16.15** *Actionable Knowledge, Practice and the Future of Management Research*
A conversation with and insights from Professor Chris Argyris
Chair: Professor Charlene Nicholls-Nixon
- 16.15-17.00** *Alternative Perspectives on Practice and Practising*
Mr Paul Heathcote, renowned chef and restaurateur from *Simply Heathcotes*, *The Olive Press* and *The Longridge Restaurant*
Chair: Professor Elena Antonacopoulou

FRIDAY, 7 SEPTEMBER 2007

09.00-09.30 Introduction to the Conference Professor Elena Antonacopoulou

Welcome address

Professor Robin Wensley, Director AIM

Welcome address and chair of the Keynote presentation session

Professor Murray Dalziel, Director, University of Liverpool Management School

09.30-10.15 *Actionable Knowledge - Mastering Business Practice*

Keynote Speaker Professor Chris Argyris

10.15-10.30 Tea/Coffee Break

10.30-12.15 *The Evolution of Practice and Practising: A Comparison of Organisations, Sectors and Countries*

Professors Elena Antonacopoulou, Stewart Clegg, Bente Elkjaer, Silvia Gherardi, Yvon Pesqueux, Georg Schreyögg, Susan Taylor

12.15-13.30 Lunch

13.30-14.30 *Mastering Business Practice for Innovation and Competitiveness*

Parallel Industry Workshops

Financial Services stream

Keynote Speakers

Jane Hutcheson,

TD Bank Financial Group

Bio-Pharmaceutical stream

Keynote Speakers

Dr Kevin Cox, Avecia Biologics

Dr Linda Magee, BioNow, NorthWest Development Agency

Management Consulting stream

Keynote Speakers

Mrs Karen Hughes, Hay Group

Mr Peter Hill, Management Consultancy Association

14:30-15.00 Tea/Coffee Break

15.00-16.30 Parallel Industry Workshops continued...

Financial Services stream

Bio Pharmaceutical stream

Management Consulting stream

Round Table Discussions and Examples of Promising Practices from:

Australia, Canada, France & UK

US, Italy, France & UK

Germany, Denmark, Netherlands & UK

16.30-17.30 *Leading a Strategic Learning Agenda for Innovation and Competitiveness*

Professors Mary Crossan, Susan Taylor, Georg Schreyögg

Chair: Professor Georges Rommes

17.30- 17.45 *Future Prospects in Mastering Business Practice*
Closing remarks Professor Elena Antonacopoulou

17.45-18.45 *Networking and Coffee*

18.45-19.45 *Drinks Reception*

19.45-23.00 *Gala Dinner*

It's Not What You Do But How You Do It and Getting Your People To Do It
Keynote dinner speaker Subhanu Saxena, CEO, Novartis UK
Interviewed by Professor Elena Antonacopoulou

GNOSIS Awards

Presented by

- Dr Adrian Alsop, Research Director, ESRC
- Professor Robin Wensley, Director, AIM
- Professor Peter Taylor, Executive Director, NLA



www.gnosisresearch.org

Registration

For more information or to register your place please contact Nicky Wake, Don't Panic Projects on 00 44 (0)1706 828855 or e-mail nicky@dontpanicprojects.com

Accommodation

A number of rooms are available at the Melia White House Hotel at a specially negotiated rate of £134.00 per night bed & breakfast. To book accommodation please call the hotel directly on 00 44 (0)207 391 3000 quoting GNOSIS.