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WELCOME TO ABER BUSINESS REVIEW

The Aber Business Review is a publication designed to provide organisational leaders, managers, owners, policymakers and educators with clear, actionable insights on contemporary business trends and strategies. Our mission is to simplify complex ideas and transform them into practical applications, ensuring that knowledge is accessible and directly beneficial to our target audience. All submitted articles should contribute to this objective by offering insightful yet digestible content that supports competency development in public, private, and third sectors.



The Aber Business Review publishes a range of topics, including (but not limited to) organisational strategy, organisational change, economics, matters of diversity and inclusion, entrepreneurship, different forms of innovation, decision making, accounting and finance, marketing, organisational culture, business education, managing teams and leadership. The context for our articles varies and includes private, public and third sector organisations as well as national and international issues.

This edition includes a variety of articles with a net zero and sustainability focus, plus articles which explore organisational learning, foreign direct investment, public sector ambidexterity, and the evolving nature of the events industry. Finally, this edition includes UK corporation tax updates and the Aberystwyth Business Schools response to COP 16.

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How can the drive to Net Zero help the economic stability of your business?

Abstract

The business environment today is complex, competitive and changing fast. With climate change top of the agenda (and accompanying Environmental, Social, and Governance (ESG) regulations) organisational focus is on this which can risk economic sustainability. This article proposes the '5 E' framework to aid companies focus on both business and environmental sustainability, harnessing circular economy principles for themselves and the business network around them, resulting not only in a greener working environment but also a more profitable one.

Keywords

Net Zero, Environmental Sustainability, Business Sustainability, Circular Supply Chains

Purpose of this article

In today's hectic and complex environment business leaders and managers must think strategically as well as operationally. Being subsumed into the organisational day to day work often means that important strategic knowledge is pushed to the back of the mind. This article simply aims to help bring this knowledge front of mind so that it can be acted upon within the current push to net zero.

There are 3 aims therefore:

1. Demonstrate ways of bringing appropriate organisational knowledge to the forefront for action within a simple but fully focused process.
2. Deliver a framework to support action to be undertaken by the organisation's workforce.
3. Enable a more sustainable business – from delivery of net zero targets to improving return on investment through environmental sustainability, through responding to some key questions.

Introduction

Business leaders are being widely encouraged through many means to improve their carbon footprint in the drive to global net zero.

Environmental sustainability is the order of the day, seemingly with little thought to business sustainability. Without an economically sustainable business there will be no environmental sustainability. So, how can businesses make use of the drive to reduce our carbon footprint to improve economic sustainability?

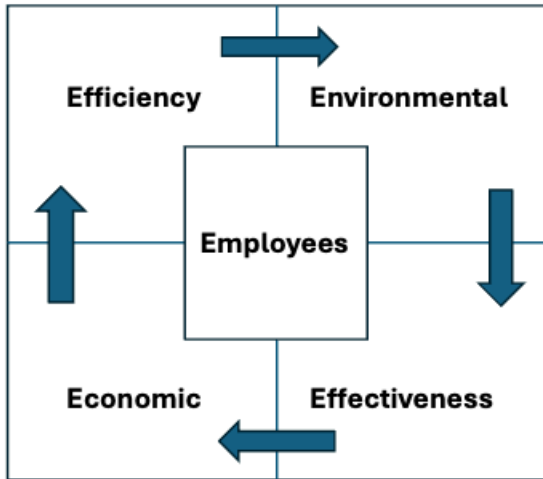
There are many examples where organisations large and small are improving their efficiency and effectiveness to increase their triple bottom line (People, Planet, Profit). Indeed, the Circular Economy's principles aim at this and there are many initiatives in place to help companies achieve improved reduction, reuse and recycling of waste and begin further inroads into environmental and economic longevity.

The 5 E framework of Business

Sustainability has been developed to help businesses meet their environmental targets without compromising their business profitability. This short article provides an overview of the framework and how it can help companies achieve sustainability within both the business and environmental contexts.

The 5 E Framework of Business Sustainability

The framework (below) shows how economic and environmental areas – which can be at odds with each other – work with efficiencies and effectiveness within a business to drive it forward as a fully sustainable entity. Employees are the lynch pins of the business as they understand their roles and how these link closely with roles of others. Any inefficiencies can easily be identified, and ineffective projects quickly redefined. Implementation of environmentally sustainable practices can be driven by employee teams to enhance the profitability of the organisation – either through improved efficiency (such as waste management) or effectiveness (product development and messages to market for example). There is a cycle of continuous improvement throughout the framework, developed and implemented by employees who are central to success.



Source: Author, 2025

The framework builds upon efficiency/effectiveness (matrix below), first introduced by Peter Drucker who famously quoted that ‘Efficiency is doing things right and Effectiveness is doing the right things’. In a business environment, this often translates into efficiency being internal (e.g. processes and procedures) and effectiveness external (the right offerings to the right markets for example).

		Yes	Efficient	No
Effective	Yes	Success		Survive
	No	Die Slowly		Die Quickly

Efficient –doing things right – usually internal
 Effective – doing the right thing – usually external

Source: Shipley, 1998

Within current environments, efficiency and effectiveness are very closely linked to the economic and environmental constraints

or opportunities that a business has. Employees are, of course, vital to the success of the other areas. As Richard Branson famously said ‘Clients do not come first. Employees do. If you take care of your employees, they will take care of your clients.’ A business’ workforce will determine and implement strategies to improve efficiency and effectiveness from both an operational and environmental perspective leading to a sustainable entity. Before reviewing the 5 E framework it is important to think about the overarching environments that businesses today inhabit.

The Business Network

Businesses do not work alone. When determining the move to Net Zero and organisational longevity, suppliers, partners and customers need to be taken into consideration along with other stakeholder groups. The terms supply or distribution chains imply linear entities, whereas in reality they are a complex network of organisations. The terms supply/distribution chains and networks are therefore interchangeable within this paper.

Customers can encourage suppliers to develop offerings that have a lower carbon footprint, such as recycled packaging or



yarn made from recycled plastic (which can be seen in some clothing – particularly children’s - sold by many chain stores). A small innovation from each supplier will have a big impact on the environmental sustainability of a business. And, on that business’ customers. If every company within a supply chain becomes a little more environmentally sustainable, the final offering to the end customer/consumer will have a much lower carbon footprint (and may also be cheaper to produce).

Including environmental innovations within marketing messages can have the side benefit of improving supplier/customer relationships, brand image and increasing the bottom line. These will further improve business sustainability through increased customer lifetime value. Rethinking supply chains through steps taken to produce a product can positively impact the miles taken to deliver even a simple product. For example, a

a pair of jeans, which has an estimated 40,000 miles within all of the value streams needed. This also increases risk (through all of the component part movements) which impacts business sustainability, as well as environmental sustainability from the carbon footprint (Dull, 2025).

These long, complex supply and distribution chains are leading to inefficiencies through waste, extra processes and increased carbon footprints. Circular supply chains are increasingly being viewed as a way to a more efficient and effective global business environment. These chains aim to make the best use of all materials for as long as possible to reduce, repurpose, reuse and recycle, through a series of loops. Therefore, product design and supply chain design

need to work together (DeSmet, 2024). However, each organisation within the chain needs to play their part equally - which can be challenging should there not be the appropriate level of communication, willingness and trust.

This is where the 5 E framework can be of value, not just within individual businesses but across stakeholders in the network. The following sections aim to explain this easy to use framework.



Efficiency

This is usually where businesses start when they are looking to improve their bottom line. In today's world, not only should processes and procedures be lean, but they also need to be environmentally sustainable. These link closely to efficiencies across the entire supply chain – or business network. The advent of circular supply and distribution chains lend themselves to internal efficiencies through recycling, reusing and reducing waste. Which of course is the central tenet of the circular economy.

It is clear that efficiencies made should not negatively affect the customer experience, however, good relationships with stakeholders across the network

will aid development of efficient processes that go across individual company boundaries. Logistics is a clear example of this with reverse logistics becoming more important for sustainability (Grant et al, 2023).

An example of efficiency within a business is a Welsh blow moulding company that recycles polymer trimmings in with virgin polymers. This not only reduces waste and saves money, but also results in an improved product. A further benefit is reduction in carbon footprint not only for the company but for the customers buying the products, improving environmental credentials and marketing messages.

Are your processes and

workflows as lean and efficient as they can be?

Particularly between departments and supply chain contacts. Can your waste be repurposed elsewhere in-house, or in your supply or distribution chain? Are other parts of the business as efficient as possible and so saving money and energy?

Environmental

There are many ways that the environmental aspects of a sustainable business can be approached. There are many ways that the environmental aspects of a sustainable business can be approached. The circular economy principles have already

been mentioned, which link closely with efficiency. The simple aspect of making sure that lights and computers are turned off saves money and energy usage. So, this is the area to tackle first.

Once this is done, investigations into other areas such as electric vehicles, solar panels or wind turbines can be done. These can be costly with no monetary savings seen for years, but they help with the carbon footprint of not only the company but the company's products – which will help when marketing them down through the distribution network.

All carbon footprint savings help others in the network. The use of recycled materials is a good example of this, as is developing products with an understanding of how they are not only used but also disposed of. The marketing team should be involved with this so that they can develop the correct marketing strategies to help the sales team and the distribution network.

By improving your business' environmental credentials, you are not only developing more environmentally friendly products, but giving your customers help in developing their own environmental strategies. This should help to increase customer lifetime value so that marketers can concentrate on keeping customers rather than having to recruit many more new ones (which is far more costly).

We cannot forget ESG at this point. This is increasingly complex, and it is crucial for businesses to have a comprehensive approach to

these regulations. Particularly as they can differ significantly between countries (Taticchi and Corvaglia-Charrey, 2025).

There are many examples of environmental implementations, one being an electrical and plumbing contractor based in mid-Wales who is replacing their vehicle fleet with electric vans.

How developed are your environmental credentials? How involved are your marketing team in getting the right messages to market and ensuring that customers know that your improved environment will help their carbon footprint and messages?

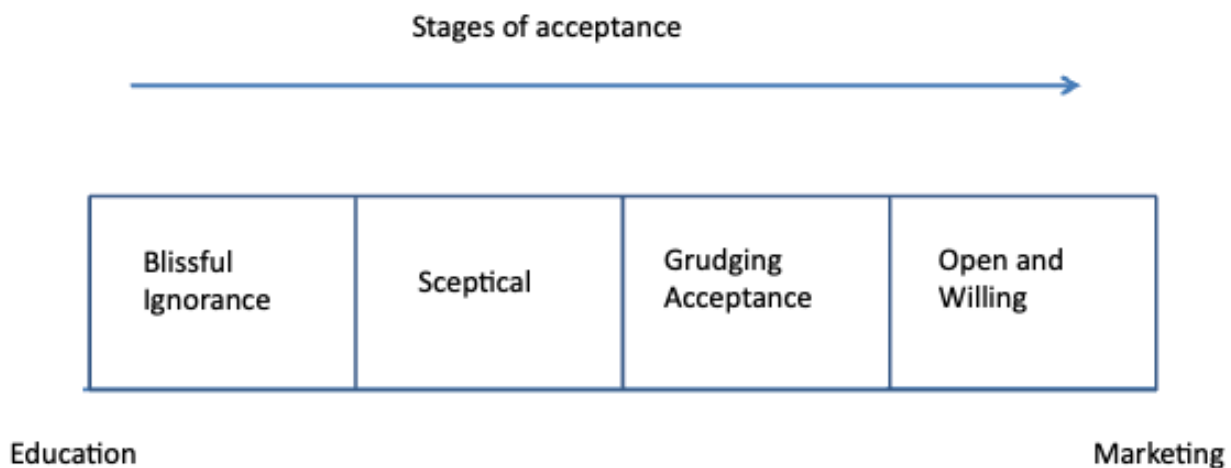
Effectiveness

This is closely related to the development of environmentally friendly offerings and appropriate marketing strategies for them. Managing customer relationships is critical to this area, as is developing the right messages to market. Again, supply chain/business network knowledge and relationships are vital for delivering what the market needs. But at this stage in the global climate change push, there is often a stage of education rather than simple marketing to get buy-in. For example, recycled polymers are getting more traction in the market but bio-polymers are still behind them in market acceptance.

Research has shown (Abbott 2018) that when introducing new concepts to a

market, acceptance is not always instantaneous. The higher the involvement and risk level of a new product or service, the longer it takes to gain that acceptance. The framework below shows the stages that acceptance can take and therefore the type of approach needed to move customers (and other stakeholders) along the continuum.

Starting with education for those with no knowledge and moving across with a mix of marketing and education (for the sceptics and those accepting) into what would be typical marketing practices for the company for customers who are willing to buy.



Source: Abbott, 2018

So, although innovation is critical to an organisation's sustainability (both environmental and business), it has to be the right innovation in order to be truly effective.

We are in the midst of an increasingly VUCA (Volatility, Uncertainty, Complexity and Ambiguity) business environment. Because of this planning and strategizing become more important than ever (North, 2024, p68). Horizon scanning is an approach used by many organisations today and the 'old stalwart' frameworks such as PESTEL are still used to good effect to help organisations bring appropriate sustainable innovations to their markets in today's complex competitive environment, so that they can compete effectively.

An innovative and effective example is that of a small Welsh glamping company that has upcycled and re-used everything from horse trailers to kitchen units to deliver a truly unique holiday experience for customers. Set in a rewilded environment, holidaymakers can enjoy birdsong and bluebell woods from their own tents or the company's shepherd hut and geodomes.

How effective is your organisation? Are you delivering what your customers need? Can you deliver offerings that they don't know they need yet? Are your marketing messages working to improve your image and reputation?

Economic

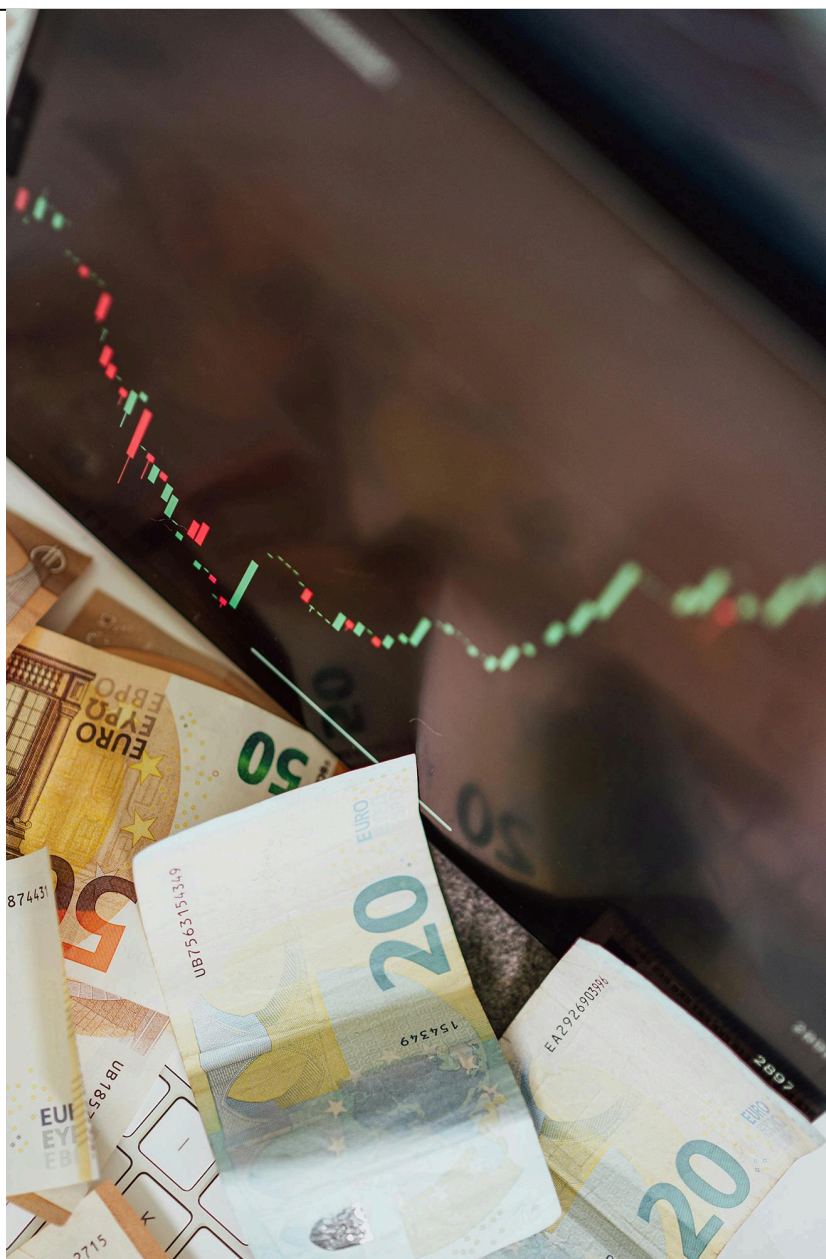
This area is very closely linked to efficiency and effectiveness. Organisations need to be both for economic success (as the framework above outlines). In today's society environmental concerns drive the economy as a whole, and therefore business longevity for companies. This links back to innovation – as Peter Drucker famously quoted: “The two essential functions of business are innovation and marketing as these are the only two areas that drive profit. All others are cost centres supporting the profit drivers”. Therefore, the effectiveness section of the 5 E's becomes one of the key areas within the framework as (along with the employees) it drives the business forward allowing for economic growth.

The triple bottom line (People, Planet, Profit) therefore is a key strategic driver when planning. Using this as the focus for longer term goals as well as shorter term objectives, enables organisations to embrace

environmental sustainability (within ESG regulations) to deliver against profit targets. A small but fast-growing Welsh specialist storage business uses 95% local suppliers. This included recycled materials for their products and packaging. The aim is to keep the local economy growing and stable as well as keeping their carbon footprint as low as

possible.

Does your business strategy include the triple bottom line? Is there room for more efficiency within the business without adversely affecting innovation and effectiveness? Can the business harness environmental sustainability for economic growth through the supply chain?



Employees

Employees are central to a business. Each person has a slightly different view of the company, based on their role. These views should be harnessed so that each department runs in the most efficient and effective way, interacting with adjacent areas seamlessly for smooth, lean workflows.

Interaction is important and so internal marketing is as important as getting the appropriate messages out externally. As David Packard (from Hewlett-Packard) said: “Marketing is too important to be left to the marketing department”. All employees should be ‘on-message’ and ‘on-brand’ as they can act as marketers themselves to develop company identity and image and therefore build reputation. They also will have ideas that should be captured to help further help the business become more effective and efficient.



Part of the messages should be the vision and mission or purpose of the company. They should be clearly defined and all employees aware of what they are working towards. It also helps with retaining people, recruiting the right people and driving innovation (Taticchi and Corvaglia-Charrey, 2025, p48). Innovation doesn't just come in the form of new offerings to the market; it can be new ways of approaching internal tasks as well as interactions with the business network

Measures and controls across the company can be used to ensure that it is a learning organisation, constantly improving workflows

and outputs in a continuous improvement cycle. Circular economy principles are critical here for improved environmental and economic sustainability. The PDCA cycle (Plan, Do, Check, Act) is one that is often used, along with Kaizen, Just in Time and other well-known process improvement tools.

One example of employee engagement is that of a Welsh automotive business that has worked a 4-day week for years. This has reduced employee attrition, sickness and improved productivity. Employees are actively encouraged to volunteer ideas and new ways of working, especially around innovation and workflow improvements.

Are your employees engaged in the sustainability process? Do they understand the vision and purpose of the company? Is there a clearly defined vision and mission statement? Are employees encouraged to share their ideas?

Conclusion

This paper has just scratched the surface of ensuring that environmental sustainability can aid business sustainability. Hopefully it has given an overview and raised questions to be answered within your business. The 5 E's framework was developed to enable business owners and senior management teams to focus on key areas when going forward within the 'VUCA' world that organisations inhabit today. One point that stands out, is that given the amount of change within all environments, businesses need to look forward strategically and ensure that they have firm plans in place to allow them to achieve long term goals. Otherwise, companies will become tactical and short term focused, following the market rather than proactively delivering change. How far out does your business look? It should be a minimum of 10-15 years.

The use of value chain frameworks is useful for strategy development. Michael Porter's value chain (Porter, 1980) is famous for looking internally at how a company can be efficient to drive margin. The CRM Value Chain (Buttle et al, 2023) reviews the external customer base to drive long term customer lifetime value. These frameworks, when used together can aid a business to deliver on-going competitive success. Combining these with the sustainability value chain (Jones, 2025) will help deliver both business and environmental long-term sustainability. But that is the subject of another article!



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Strategic Analysis of Marine Renewable Energy Supply Chain Development Using Theory of Constraints

Rachael Mason-Jones, *Cardiff Metropolitan University*

Paul G Davies, Andrew Thomas, Christian Griffiths, *Swansea University*

Introduction

This paper presents a timely and methodologically rigorous exploration of how manufacturers can enter and thrive within the Marine Renewable Energy Supply Chain (MRE-SC), particularly in the Welsh context.

Anchored in the Theory of Constraints (ToC) and its Future Reality Tree (FRT) methodology, the work offers a systems-level roadmap for overcoming structural, financial, and regulatory barriers. The authors build on prior research (Mason-Jones et al, 2019) and stakeholder engagement to construct a strategic framework that aligns technological innovation with policy, investment, and workforce development.

Tidal energy technologies are being implemented across the globe, showcasing a diverse range of approaches and scales. For example, South Korea's Sihwa Lake Tidal Power Plant, is one of the largest of its kind, whilst France's La Rance Tidal Power Station, operational since 1966, remains a benchmark in tidal barrage technology. Also, Canada's Uisce Tapa project in Nova Scotia is advancing in-stream tidal energy with plans to expand to 9 MW (Energy Digital, 2025). In Wales, the Morlais project is Europe's largest consented tidal energy scheme, with multiple developers working on scalable tidal stream installations (International Water Power, 2024). These examples reflect a growing global commitment to harnessing predictable and renewable tidal energy as part of the transition to net-zero emissions.

Marine Renewable Energy (MRE) technologies such as tidal stream, wave energy, and ocean thermal conversion are increasingly recognized as critical components of the global energy transition. Yet, despite their promise, MRE systems remain underrepresented in energy portfolios due to high capital costs, regulatory complexity, and fragmented supply chains. This

paper addresses these challenges head-on, offering a structured pathway for manufacturers to engage with the sector.

Methodological Strength: Theory of Constraints and Future Reality Tree

The use of ToC and FRT is a standout methodological choice (Shoemaker et al, 2006). Rather than treating supply chain entry as a linear or siloed problem, the paper adopts a holistic systems-thinking approach (Jelti et al, 2021). The ToC framework identifies constraints termed Undesirable Effects (UDEs) and maps them to strategic interventions (injections) that lead to Desired Effects (DEs). This cause-and-effect logic is visualized through a series of FRT diagrams, culminating in a comprehensive roadmap for sectoral transformation. The paper distinguishes itself by using ToC not merely as a problem-solving tool but as a diagnostic and learning mechanism. This aligns with contemporary calls for more nuanced applications of ToC in complex, multi-stakeholder environments. The FRT is particularly effective in illustrating how targeted interventions such as regulatory reform, workforce training, and infrastructure investment can unlock systemic change.

Literature Review: Barriers and Enablers

The literature review consisted of an initial analysis of over 2700 initial sources and narrowing to 116 highly relevant studies. It identifies key barriers to MRE-SC entry (Apolónia et al, 2021), (Seetharaman et al, 2019):

- High capital costs for R&D and deployment
- Regulatory uncertainty and lack of standardization
- Technological immaturity and risk
- Skills shortages and infrastructure gaps
- Dominance of legacy sectors resistant to innovation

Conversely, the review highlights enablers that can facilitate entry:

- Government incentives and feed-in tariffs
- Knowledge transfer and R&D collaboration
- Workforce development programs
- Demonstration projects and test facilities
- Public awareness and stakeholder engagement

The work relating to MRE-SCs links these factors to the broader sustainability goals, particularly SDGs 7 (Affordable and Clean Energy), 13 (Climate Action), and 14 (Life Below Water). This framing reinforces the strategic importance of MRE not just as an energy solution but as a catalyst for inclusive and sustainable development.



Welsh Context: Regional Relevance and Strategic Opportunity

This paper roots itself in the Welsh context, referencing the MEW State of the Sector Report (2024) and aligning its analysis with regional policy priorities. Wales, with its extensive coastline and engineering capabilities, is well-positioned to become a hub for MRE innovation. However, the report identifies critical gaps in supply chain readiness, technology alignment, and strategic coordination.

This paper argues that targeted interventions such as certification pathways, port infrastructure upgrades, and innovation clusters can anchor MRE development in Wales. This regional focus adds depth and specificity to the analysis, making it highly actionable for policymakers, industry leaders, and academic institutions.

Research Design

The research methodology adopted is robust and multi-phased:

Phase 1

Literature review and stakeholder roundtables

Phase 2

Survey of 297 companies across three engagement levels

Phase 3

Construction of Current Reality Tree (CRT) and Future Reality Tree (FRT)

The inclusion of companies not yet engaged in the MRE-SC is particularly valuable, as it captures latent capacity and future potential. The stakeholder engagement spanning government, industry, and academia adds legitimacy and richness to the analysis.

Future Reality Tree: Strategic Mapping and Systems Thinking

The FRT diagrams are the analytical heart of the paper. They map the pathway from current constraints to desired outcomes through a series of injections and intermediate actions. Whilst it is not possible to develop a full FRT within the scope of this paper, it is possible to highlight the Key injections or interventions needed to assist companies to enter the MRE-SC. These include:

- Government-backed incentive programs
- Streamlined regulatory frameworks
- Collaborative R&D initiatives
- Workforce development and training
- Strategic leadership and company alignment

The FRT diagram focuses on a specific theme technology implementation, workforce motivation, regulatory reform etc and culminates in a combined tree that illustrates systemic interdependencies. The diagrams are logically consistent, visually intuitive, and strategically insightful which enables opportunities for shared

vision and analysis between government, academia and practitioner stakeholders.

For example, one FRT can show how director-level commitment and strategic planning can lead to successful Renewable Energy Initiative (REI) implementation. Another maps how worker engagement and technology assessment can drive productivity and cost efficiency. These diagrams serve as living roadmaps for companies navigating the complexities of MRE-SC entry.

Strategic Insights: Leverage Points and Systemic Change

Table 1 shows the results of the analysis and identifies several strategic leverage points. These are:

Leverage Point	Description
Certification Pathways	Establishing marine standards to enable market access
OEM Partnerships	Building relationships with Tier 1 manufacturers for credibility and scale
Infrastructure Investment	Upgrading ports and fabrication sites to support deployment
Innovation Clusters	Fostering cross-sector collaboration and adaptive supply chains
CfD Visibility	Aligning with Contracts for Difference to ensure market certainty

These leverage points are not isolated interventions but interconnected components of a broader system. The FRT methodology enables stakeholders to see these connections and plan accordingly.

Policy and Research Implications

The paper offers clear policy recommendations:

- Regional governments should invest in certification, infrastructure, and innovation ecosystems.
- SMEs should leverage accelerators and strategic partnerships to build capabilities.
- Industry coalitions should adopt FRTs to foster shared learning and roadmap development.

It also identifies research gaps, particularly the need for more data-driven applications of ToC in supply chain contexts. The authors advocate for using FRTs as diagnostic tools to support strategic planning, stakeholder engagement, and continuous improvement.

Contribution to Sustainability and Circular Economy

Beyond supply chain dynamics, the paper contributes to the sustainability discourse. It emphasizes the role of MRE in:

- Reducing greenhouse gas emissions
- Promoting sustainable ocean use

- Enabling circular supply chains through recyclable materials and end-of-life strategies

This systems-level perspective aligns with progressive management theory and public value creation, reinforcing the ethical and environmental imperatives of MRE development (UN Report, 2022).

Conclusion: A Blueprint for Strategic Transformation

This paper is a compelling example of how systems thinking and strategic frameworks can be applied to complex sustainability challenges. By using the Theory of Constraints and Future Reality Tree methodology, the authors offer a structured, actionable roadmap for manufacturers seeking to enter the marine renewable energy supply chain.

The work is particularly valuable for stakeholders in Wales, where MRE development is both a strategic opportunity and a regional imperative.

It provides the analytical tools, stakeholder insights, and policy recommendations needed to catalyze systemic change. In a world increasingly defined by climate urgency and energy transition, this paper stands out as a blueprint for how regions can align technical innovation, policy support, and supply chain development to build a resilient and sustainable future.

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Dr Paul G Davies

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Is there a disconnect between the events industry and fans?



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Many people attend events to be entertained without considering the wider industry and its impact. Live music industry professionals often say that the public have no idea what it takes to stage a concert (Kielich, 2022). In fact, the economic contribution of the events industry to the UK economy is reported to be £61.6 billion (UK Events, 2024). Whether it is a live music concert, West End theatre production or major sports event, there has been a rise in the number of VIP/Hospitality packages offered – 26% of consumers want this option (Eventbrite, 2025). These packages are summarised as “when artists offer exclusive packages for an unforgettable concert experience”, e.g. 'Meet and Greet' and/or photo opportunity, pre-show soundcheck or backstage tour, pre or post-show party, limited-edition and/or autographed merchandise and laminated VIP passes (Ticketmaster, 2019). A website owned by worldwide concert promoter Live Nation (VIP Nation, 2019), positions packages with



phrasing evoking prestige, e.g. ‘Best seats in the house’ and ‘Exclusive’. These types of offerings tend to receive significant media attention due to the often-exorbitant prices that have been set by organisers.

There is a key question to consider, ‘who places such an increased value on attending an event that they decide to upgrade to the VIP/Hospitality option?’. Millennials are argued to be placing increased value on experiences rather than goods, and organisers are positioned effectively to provide them (Speer, 2017). Traditional corporate hospitality at events tend to be the most common type of VIP experience but the ‘VIP’ term is not always used when marketing such experiences (Beddows, 2024). According to UK Events (2024 p.13), "corporate hospitality can include hosting guests at sports events, concerts, special dinners, or exclusive parties, often in a setting that offers premium experiences and networking opportunities".

Fuller (2019) provided a critical perspective as an event industry consultant in the US:

"Almost every ticket pricing model I see today assumes that people will continue to pay more than ever for access to live events. There's a massive shift to capturing the most possible money from consumers during primary distribution of tickets. Tickets are sold with dynamic pricing software immediately raising prices if demand appears strong, through a split strategy of selling some tickets at "face" value but limited supply while opening more supply up for "Platinum" tickets which are just tickets marked up as much as 500%, and using drip pricing in which supply is artificially constrained so buyers think they're lucky to be getting one of the last tickets, unaware that there are thousands more held back to be released for sale later. And, in a new twist, tickets sold to secondary market speculators are being canceled and returned for sale at Platinum prices while the original buyer forfeits the 30% fee paid to the primary market".



Therefore, another important consideration is whether the events industry (organisers/promoters, ticketing companies and venues, etc) are putting fans or profit first. Some examples of recent coverage are based on the concept of dynamic pricing which is when prices are adjusted according to demand. The recent examples being Oasis Live 25 and FIFA World Cup 2026. However, other examples are dated further back than this.

Bruce Springsteen and The E Street Band

Aniftos (2022) reported that the implementation of dynamic pricing for the 2023 tour resulted in some fans having to pay thousands of US dollars for tickets. Bruce Springsteen himself was quoted as saying “ticket buying has gotten very confusing, not just for the fans, but for the artists also” and his perspective regarding dynamic pricing was:

“We have those tickets that are going to go for that [higher] price somewhere anyway. The ticket broker or someone is going to be taking that money. I’m going, ‘Hey, why shouldn’t that money go to the guys that are going to be up there sweating three hours a night for it?’ It created an opportunity for that to occur. And so at that point, we went for it. I know it was unpopular with some fans.”

Oasis Live 25

One of the most high-profile examples was the alleged implementation of dynamic pricing for the Oasis reunion concerts, which went on sale in August 2024. In addition to this contentious pricing method, Topping (2024) reported that many Oasis fans expressed feelings of stress on social media as a result of issues with the pre-sale registration process for tickets. After completing registration on the pre-sale ballot link, they expected to receive an email to confirm their place in the ballot. Some fans who entered their details on 27th August were still waiting for the email confirmation to arrive on 28th August. A spokesperson for Oasis clarified the process:

“To ensure the maximum number of fans have a fair opportunity to access tickets, applicants will be selected for the pre-sale via a ballot. Ballot registration is open now and will close at 7pm BST, this Wednesday, August 28. Register via the link in bio”.

At the time, the use of ‘dynamic pricing’ was widely criticised, where some tickets increased by £200 above the original price advertised (Dunworth, 2025), and that is without any VIP/Hospitality added benefits. It was suggested that dynamic pricing can leave fans feeling frustrated and exploited and in the case of Oasis, fans complained to the UK’s Advertising Standards Authority based on “misleading claims about availability and pricing” (Tan, 2024). Holland et al. (2024) explained the consumer protection and competition law rules that apply to dynamic pricing in the United Kingdom and provided the context of the Oasis reunion tour and described the framework for assessing dynamic pricing under current and incoming UK legislation (including the Digital Markets, Competition, and Consumers Act 2024).

The Competition and Markets Authority (CMA) reported its concerns resulting from the Oasis concert ticket sale process and identified the following actions that Ticketmaster UK would implement from September 2025:

Concern	Action
Ticketmaster did not tell fans that standing tickets were being sold at 2 different prices, and that once the cheaper ones had sold out only more expensive ones would be available.	Fans will be told at least 24 hours before a sale begins if tiered pricing will be used and what that means.
Ticketmaster didn’t tell fans how much tickets would cost while they were waiting in long online queues.	Fans will know the range of prices for tickets when they join a queue and be told when the cheaper tickets sell out through regular updates.
Ticketmaster sold some tickets as ‘platinum’ without sufficient explanation that they did not offer additional benefits over some ‘standard’ tickets which were in the same area of the	Fans will be clear on what they will get and if one ticket is better than another.

(CMA 2025 np)

Historically, Ticketmaster (2025) have only promoted these dynamically priced tickets as ‘Platinum’, however, a recent addition to this wording on the website has been updated to ‘In Demand’ tickets, which is arguably a more accurate reflection of the ticket, as some may perceive the phrasing ‘platinum’

as conveying a premium experience when it does not. It is important to consider the holistic phrasing of packages as the consistency between the description/customers’ expectations is equally important to the service delivered (Celuch, 2020).

FIFA World Cup 2026

There are instances where prices are reduced as a result of dynamic pricing. For example, Abnos (2025) reported that FIFA adopted dynamic pricing at the 2025 Club World Cup where some tickets were reduced to \$13.40 (£10) before kick-off due to partially filled stadiums. It was confirmed that for the 2026 Football World Cup that dynamic pricing will be adopted, with FIFA not reducing ticket prices below \$60 (£44), with the most expensive tickets to the final starting at \$6,730 (£5,760).

A phased ticket sale process has been set.

According to ESPN (2025), the first cohort of buyers were initially selected out of 4.5 million applicants in a lottery held during September 2025. Then, the second 'early ticket draw' from 27th to 31st October 2025 provides specific timeslots for purchases to be made from mid-November to early December. The third phase is the 'random selection draw', which will be implemented after the final draw of teams on 5th December 2025. Lastly, tickets will be available closer to the tournament "on a first-come, first-served basis". There is a suggestion that high spend consumers, and corporate clients have been prioritised as hospitality packages have been available to purchase since May 2025. It is possible that having so many different stages can cause confusion to fans.

In addition, the perception of a fair price to pay is subjective. It was reported that Andrew Parsons, the manager of Ticketmaster UK claimed that prices on their website are deemed



“fair” because people are willing to pay (Dunworth, 2025) and, despite headlines highlighting rising ticket prices, Michael Rapino (Live Nation CEO) argued that concerts are still underpriced compared to sporting events (Fountain, 2025). My own survey of 312 event consumers in 2023 found that the overall budget for purchasing a single VIP/Hospitality ticket was in fact £101-£200, which was selected by 40% of respondents, and only 4% had a budget over £500. In terms of specific offerings, the highest willingness to pay was for a ‘Meet and Greet’, which was an average of £147 for entertainment event respondents and £54 for sports. There was a higher willingness to pay from sports respondents for a premium seated ticket (£128) than for entertainment (£109). Ultimately, it is the individual who will conclude the value of an event ticket but organisers need to be careful when implementing ticket pricing strategies.

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Jonathan joined Aberystwyth University in July 2018 as a Lecturer in Business & Management with an additional responsibility to deliver the Welsh medium provision. He is currently undertaking PhD research investigating VIP/Hospitality tickets for entertainment and sports events. Jonathan is also currently the Managing Editor for the 'International Journal of Hospitality and Event Management' (IJHEM) and is on the Editorial Advisory Board of the 'Event Management Journal' (EMJ).



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Learning Faster Than Change

*Building Resilient Organizations Through
Smart Systems and Strategic
Collaboration*

Introduction: Why Learning Must Outpace Change

In a world defined by volatility, uncertainty, complexity, and ambiguity, resilience has become a strategic imperative. Organizations of all sizes are under pressure to adapt to rapid technological shifts, evolving customer expectations, and

increasingly unpredictable market conditions. For small and medium-sized enterprises (SMEs), this challenge is particularly acute. They often operate with limited resources, lean teams, and less formalized infrastructure,

yet they face the same external pressures as larger corporations.

To remain competitive and sustainable, SMEs must become learning organizations—places where the rate of learning exceeds the rate of change. This concept, popularized by thought leaders in organizational development, is more than a slogan. It is a call to action for leaders to embed continuous learning, experimentation, and collaboration into the fabric of their operations.

This article explores how SMEs can build resilience by focusing on three core capabilities: customer insight, safe experimentation, and system-level coordination. Drawing on research into UK manufacturing SMEs and aligned with the principles of ISO 22316, we introduce the Innovation Rate Loop (IRL)—a practical framework for measuring and accelerating adaptability. Through this lens, we offer actionable strategies to help leaders turn learning into a visible, people-powered habit that drives sustainable growth.

Prioritising Innovation Through the 80/20 Rule

One of the most powerful yet underutilized strategies for innovation is the application of the Pareto Principle, commonly known as the 80/20 rule. In most businesses, approximately 80 percent of revenue comes from just 20 percent of customers. These high-value customers are not only the most profitable but also the most engaged and influential.

They are often early adopters, vocal advocates, and strategic partners. For SMEs, focusing innovation efforts on this top 20 percent can yield outsized returns. These customers provide a reliable foundation for piloting new products, services, and technologies. Their feedback is grounded in real-world use, and their loyalty offers a buffer against the risks of experimentation.

Leaders should begin by identifying their most valuable customers using a combination of sales data, engagement metrics, and qualitative insights. Once identified, these customers can be invited into co-creation processes—participating in design workshops, beta testing, or joint development initiatives. This approach not only strengthens customer relationships but also ensures that innovation is rooted in market reality.

For example, a manufacturing SME might work closely with a long-term client to develop a new digital ordering system. By involving the client early, the SME can tailor the solution to actual needs, reduce development waste, and build a case study for broader adoption. This kind of targeted innovation builds trust, reduces risk, and accelerates time to value.

Building Insight-Driven Learning Systems

Customer insight is the lifeblood of a learning organization. Yet many SMEs struggle to move beyond anecdotal feedback and gut instinct. While informal conversations and frontline observations are valuable, they are not sufficient for navigating complex, fast-moving environments. What is needed is a systematic approach to capturing, analyzing, and acting on customer data.

Unfortunately, many SMEs operate with siloed systems, outdated tools, or limited digital infrastructure. As a result, valuable customer signals are often lost, delayed, or misinterpreted. This slows decision-making, reduces agility, and increases the risk of misalignment between offerings and market needs.

To address this, SMEs must invest in digital infrastructure that enables real-time insight. This includes customer relationship management (CRM) systems, analytics platforms, and connected supply chains. These tools allow businesses to track customer behavior, identify emerging trends, and respond proactively.

Equally important is building the internal capability to interpret and act on data. This means training teams in data literacy, embedding insight into strategic planning, and creating feedback loops that connect customer-facing teams with decision-makers. When insight becomes a shared resource, it fuels faster, smarter innovation.

Consider an SME in the food production sector that uses digital sensors and customer feedback apps to monitor product quality and satisfaction. By analyzing this data weekly, the company can identify patterns, adjust recipes, and respond to complaints before they escalate. This not only improves customer experience but also reduces waste and enhances brand reputation.





Creating a Culture of Safe Experimentation

Innovation thrives in environments where it is safe to try, fail, and learn. Yet in many SMEs, fear of failure remains a significant barrier. Leaders worry about sunk costs, reputational damage, and operational disruption. As a result, innovation efforts are often cautious, incremental, or delayed.

To overcome this, organizations must normalize experimentation as a core business practice. This means creating space for small, fast, and reversible trials—what some call “micro-experiments.” These are low-cost, low-risk initiatives designed to test assumptions, gather feedback, and generate learning.

Success in this context is not defined by immediate return on investment but by the quality of insight gained. A failed experiment that reveals a flawed assumption is just as valuable as one that confirms a hypothesis. What matters is the ability to learn quickly and apply that learning to future efforts.

Micro-SMEs often excel in this area due to their lean structures and close customer relationships. For example, a small design firm might test a new service model with a single client over a two-week sprint. Based on the results, they can refine the approach before rolling it out more broadly. This agility allows them to innovate continuously without overextending resources. Larger SMEs can

adopt similar practices by setting aside dedicated time and budget for experimentation, celebrating learning outcomes, and integrating experimentation into performance reviews. Over time, this builds a culture where innovation is not a special project but a daily habit.

Coordinating Innovation at the System Level

While experimentation is essential, it is not enough on its own. To scale innovation and embed resilience, SMEs must coordinate efforts across the entire organization. This requires breaking down silos, aligning teams, and building systems that support knowledge sharing and collaboration.

Many SMEs struggle with this. Innovation often remains isolated within specific departments or driven by individual champions. Without system-level coordination, successful pilots fail to scale, and valuable insights are lost. Moreover, the absence of external partnerships—such as with universities, research centres, or industry networks—limits access to new ideas and capabilities.

To address this, SMEs should invest in organizational learning systems that capture and disseminate knowledge. This might include internal wikis, innovation dashboards, or regular cross-functional reviews. These tools help ensure that learning is not confined to individuals but becomes part of the organizational memory.

External collaboration is equally important. Partnerships with universities can provide access to cutting-edge research, student talent, and funding opportunities. Industry networks can offer benchmarking, shared resources, and collective problem-solving. By participating in these ecosystems, SMEs can amplify their innovation capacity and build resilience through diversity.

For instance, a manufacturing SME might partner with a local university to explore the use of AI in predictive maintenance. The university provides technical expertise, while the SME offers real-world data and application. Together, they develop a solution that improves uptime, reduces costs, and creates a competitive advantage.

Measuring Adaptability with the Innovation Rate Loop

Traditional business metrics—such as revenue growth, cost savings, or productivity—are important but insufficient for measuring adaptability. What organizations need is a way to track how effectively they learn and innovate. This is where the Innovation Rate Loop (IRL) comes in. The IRL is a framework that measures four key rates: insight, experimentation, integration, and impact. Together, these rates provide a holistic

view of how quickly and effectively an organization turns ideas into results.

The insight rate reflects how rapidly the organization detects new signals from customers, markets, or technologies. The experimentation rate measures how frequently and efficiently new ideas are tested. The integration rate assesses how well successful innovations are scaled across the business. Finally, the impact rate evaluates the tangible outcomes of innovation in terms of quality, cost, sustainability, or customer satisfaction.

By tracking these rates over time, leaders can identify strengths, bottlenecks, and opportunities for improvement. IRL dashboards can be used to visualize progress, engage teams, and align efforts. More importantly, the IRL shifts the focus from isolated projects to continuous improvement, making adaptability a core organizational capability.

Empowering People to Lead Change

At the heart of every resilient organization are its people. Technology, systems, and frameworks are important, but they are only as effective as the people who use them. High-performing SMEs recognize this and invest in competency management, inclusive leadership, and employee engagement.

Building a learning culture starts with equipping employees with the skills they need to succeed. This includes technical skills, such as data analysis or digital tool proficiency, as well as soft skills like collaboration,

adaptability, and creative problem-solving.

Participatory tools such as IRL dashboards help make progress transparent and involve staff in shaping the future of the organization.

When learning and improvement are shared responsibilities, they become sources of motivation rather than anxiety. Celebrating learning outcomes, not just performance metrics, fosters a culture of trust and collaboration. In this environment, resilience becomes part of the organizational DNA.

Conclusion: Turning Learning into a Strategic Advantage

Resilience is not about avoiding disruption—it is about using it as a catalyst for growth. For SMEs, this means focusing innovation on the most valuable customers, embedding insight, experimentation, and coordination into daily operations, and measuring adaptability with tools like the Innovation Rate Loop.

Most importantly, it means investing in people. When employees are empowered to lead and sustain change, continuous learning becomes

a strategic advantage. By ensuring that the rate of learning exceeds the rate of change, organizations can transform resilience from a defensive tactic into a dynamic capability—one that enables them not just to survive, but to flourish.

Key Takeaways for Leaders

Make learning your competitive edge.

In a world of constant change, resilience depends on your organization's ability to learn faster than the environment shifts. Prioritize learning as a strategic function, not just a support activity.

Focus innovation where it counts.

Use the 80/20 rule to identify your most valuable customers and co-create innovation with them. Their feedback and loyalty provide a strong foundation for piloting and scaling new ideas.

Turn insight into action.

Build digital systems that capture real-time customer data and empower teams to act on it. Insight should be a shared, organization-wide capability that drives faster, smarter decisions.

Create a culture of safe experimentation.

Normalize small, fast, and reversible trials. Encourage teams to test ideas without fear of failure, and reward learning as much as outcomes.



Coordinate innovation across the system.

Break down silos and connect people, knowledge, and technology. Use internal learning systems and external partnerships to scale what works and multiply impact.

Measure adaptability with the Innovation Rate Loop (IRL).

Track how quickly and effectively your organization moves from insight to impact. Use IRL to make learning visible, measurable, and repeatable.

Empower people to lead change.

Invest in skills, trust, and inclusive leadership. Resilient organizations are built by people who are equipped and motivated to drive continuous improvement from within.

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Balancing Exploration and Exploitation:

An Integrated Conceptual Framework for Ambidexterity in Public Sector Strategising

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Abstract

This article proposes an integrated conceptual framework that combines the theory of organisational ambidexterity with the strategy-as-practice perspective to better understand how public sector organisations navigate the

competing demands of exploration and exploitation.

Drawing on recent developments in complexity leadership theory, institutional hybridity, and digital transformation, the framework identifies three interrelated dimensions: the social and institutional context of strategising, the micro-level practices, leadership behaviours that enable ambidexterity, and the strategic outcomes that result from these

interactions.

By emphasising the situated, day-to-day activities through which strategy is enacted, the framework moves beyond structural accounts of ambidexterity and foregrounds the role of public managers in shaping adaptive, collaborative, and innovation-oriented responses to complexity.

The article contributes to both theory and practice by offering a dynamic, practice-based lens for understanding strategic adaptability in the public sector and by outlining a future research agenda for empirical validation.

Keywords

organisational ambidexterity; strategy-as-practice; public sector strategy; complexity leadership; innovation; digital transformation.

Introduction

Public sector organisations operate in complex and often unpredictable environments, where strategic decision-making involves balancing the needs of multiple stakeholders, working within bureaucratic systems, and managing limited resources under close political scrutiny (Bryson, 2018). In such settings, strategy-making rarely follows a neat or rational process. Instead, it tends to involve negotiation, adaptation, and compromise (Bryson, 2018).

Traditional approaches in strategic management and public administration have offered valuable insights into formal planning and performance management. However, they often overlook the social and cultural dimensions that shape how strategy actually happens in day-to-day practice (Jarzabkowski et al., 2007). The strategy-as-practice (SAP) perspective helps to fill this gap by focusing on what people do, their activities, interactions, and shared meanings, when they “do” strategy (Jarzabkowski et al., 2007).

At the same time, the idea of organisational ambidexterity, the ability to balance exploration (innovation and experimentation) with exploitation (efficiency and optimisation), has become increasingly relevant in the face of rapid change and uncertainty (Raisch et al., 2009). For public sector organisations, the challenge lies in fostering innovation while maintaining reliable service delivery, an inherently ambidextrous task.

Despite its potential, ambidexterity in the public sector is still not well understood, particularly from a practice-based point of view. Much of the existing research focuses on structures and managerial approaches, paying less attention to the everyday routines, interactions, and contextual factors that shape how ambidexterity is enacted in real organisational life.

This article aims to deepen our understanding of how public sector organisations can practice ambidexterity through a strategy-as-practice lens. It proposes an integrated framework that explains how organisations balance exploration and exploitation within complex, politically charged environments by:

- Drawing together insights from the literature on organisational ambidexterity, strategy-as-practice, and complexity leadership to build a new conceptual model;



- Highlighting the micro-level practices, leadership dynamics, and contextual enablers that make ambidextrous strategising possible in the public sector;
- Offering a foundation for future empirical research and for improving strategic practice in public management.

In doing so, the article connects the strategy-as-practice perspective with the theory of organisational ambidexterity, drawing on ideas from complexity leadership and management innovation. The proposed framework seeks to explain how public organisations can navigate competing demands through more adaptive and context-sensitive forms of strategising.

Organisational Ambidexterity in the Public Sector

Organisational ambidexterity describes an organisation's ability to balance two seemingly conflicting goals, exploration (innovation and experimentation) and exploitation (efficiency and optimisation) (March, 1991). Although this concept originated in the study of private sector firms, it has become increasingly relevant in public management, where organisations must deliver efficient, reliable services while also adapting to complex and fast-changing societal needs (Raisch & Birkinshaw, 2008).

Recent studies reinforce ambidexterity's relevance for public organisations, especially in dynamic or turbulent policy environments. For instance, Hsu et al. (2023) found that in public innovation settings, ambidexterity positively influences both administrative performance and user satisfaction. Similarly, Sarto et al. (2024) highlight that public sector organisations practicing ambidexterity, through structural or contextual mechanisms, achieve higher strategic adaptability, particularly in times of crisis (e.g., COVID-19).

Newer ideas like digital ambidexterity extend this thinking further, focusing on how public agencies manage

the tension between maintaining legacy IT systems and experimenting with new digital technologies (Wrede et al., 2024). These dual demands are amplified in public contexts, where transparency, accountability, and stakeholder diversity make strategic agility more challenging but also more critical.

In parallel, the strategy-as-practice (SAP) perspective has shifted attention from abstract strategic plans to the everyday activities, tools, and conversations through which strategy is enacted (Jarzabkowski et al., 2007). SAP focuses on practitioners (who does strategy), practices (shared

outines and tools), and praxis (strategy work in context), offering a richer understanding of how strategy unfolds in real organisational settings.

Within the public sector, this lens is particularly useful because strategy is shaped by bureaucratic routines, stakeholder politics, institutional norms, and professional cultures. SAP provides a way to examine how frontline actors and middle managers—not just senior executives—make sense of, negotiate, and implement strategy under conditions of ambiguity and constraint.

As noted by Van der Steen and Groeneveld (2022), public sector strategy work



often involves reconciling tensions between political accountability, professional autonomy, and organisational mandates. These complexities are not fully captured in traditional strategic management theories but can be explored through a practice-based lens.

Integrating Ambidexterity and Strategy-as-Practice

Bringing together organisational ambidexterity and the strategy-as-practice (SAP) perspective offers a richer way to understand how public sector organisations strategise in complex environments. Ambidexterity highlights what organisations must do, balancing innovation and efficiency, while SAP focuses on how this balancing act actually happens in everyday work: through routines, conversations, power dynamics, and leadership behaviours. Recent research supports this integration. For example:

- **Bryson et al. (2025)** explore how nonprofit organisations manage “mission-market tensions” by deploying ambidextrous routines within a strategy-as-practice framework.
- **Wrede et al. (2024)** find that public digital transformation requires ambidextrous leadership behaviours that alternate between control (exploitation) and enablement (exploration).
- **Seo, Bryson, & Williams (2025)** show that public and nonprofit hybrids succeed by engaging in reflective, iterative strategising grounded in participatory practices.



A further contribution comes from the, the CODEC framework, Culture, Orchestration, Delivery, Ecosystems, and Capabilities, emerging from ambidexterity research (Wamba et al., 2023), offers a comprehensive structure for analysing the conditions under which ambidexterity can thrive in complex public environments.

Public Sector Complexity and Strategic Tensions

Ambidexterity in public organisations is not just a matter of balancing innovation and efficiency—it must also navigate institutional complexity. Hybridity, where organisations operate under multiple, often conflicting institutional logics (e.g., public service, market efficiency, civic engagement), introduces tensions that shape strategic behaviour (Favoreu et al., 2024).

Strategy-as-practice helps make sense of this by analyzing how actors negotiate these competing demands through discursive and performative strategies. Public managers engage in boundary work, broker between logics, and adapt practices to align with shifting expectations from funders, politicians, and citizens.

In summary, the integration of ambidexterity and strategy-as-practice provides a powerful lens for understanding how public sector organisations navigate complex environments. While ambidexterity emphasises the what,

balancing exploration and exploitation, SAP reveals the how, the situated, everyday practices that make such balancing possible. This review highlights three important gaps that inform the proposed conceptual framework:

First

there is limited research on how ambidexterity is practiced at the micro-level within public sector organisations.

Second

digitalization and ecosystem participation are underexplored as enablers of public sector ambidexterity.

Third

there is a need for frameworks that integrate leadership, culture, routines, and stakeholder dynamics into models of public sector strategising.

Examples from Practice

In Norfolk's Children's Services, local authorities piloted co-commissioning strategies with health partners while continuing to fulfil statutory safeguarding duties, balancing collaborative innovation with established service obligations. However, middle managers were notably excluded from formal inter-organisational strategising processes, highlighting a missed opportunity to leverage their

operational insight and enact ambidexterity more effectively at the meso level (Almutairi, 2023). More broadly, the COVID-19 pandemic highlighted the imperative for ambidexterity in public health systems, as agencies were forced to innovate rapidly while maintaining essential services. In the UK, Public Health England (PHE) and local NHS Trusts exemplified this balance. On the one hand, they engaged in exploratory efforts such as the development of the NHS COVID-19 app, the rollout of mobile and community-based testing sites, and the creation of real-time local outbreak dashboards to inform decision-making. On the other hand, they continued to deliver core public health services, including routine immunisation programmes, infection control within hospitals, and epidemiological surveillance. This simultaneous engagement in emergent innovation and ongoing service continuity reflects a form of temporal ambidexterity, where organisations alternate between exploitation and exploration in response to rapidly evolving conditions. Such practices underscore the capacity of public sector institutions to absorb shocks and adapt operationally without compromising their foundational mandates (UK Health Security Agency, 2022).

The development of Integrated Care Systems (ICSs) in England offers a timely case of both the potential and limitations of ambidexterity in the public sector. Designed to foster collaborative innovation across health and social care, ICSs introduced exploratory practices such as population health planning, shared digital infrastructure, and cross-organisational

workforce models. At the same time, constituent NHS bodies were required to maintain high performance on core metrics such as waiting times, financial accountability, and regulatory compliance. While the policy intent reflected an ambition for organisational ambidexterity, in practice, many ICSs encountered significant barriers. Fragmented funding mechanisms, competing institutional logics, and underdeveloped local governance arrangements often constrained their ability to simultaneously explore new models and exploit existing capabilities (NAO, 2023). This illustrates the difficulty of enacting ambidexterity in complex, multi-actor systems without adequate structural and relational support.

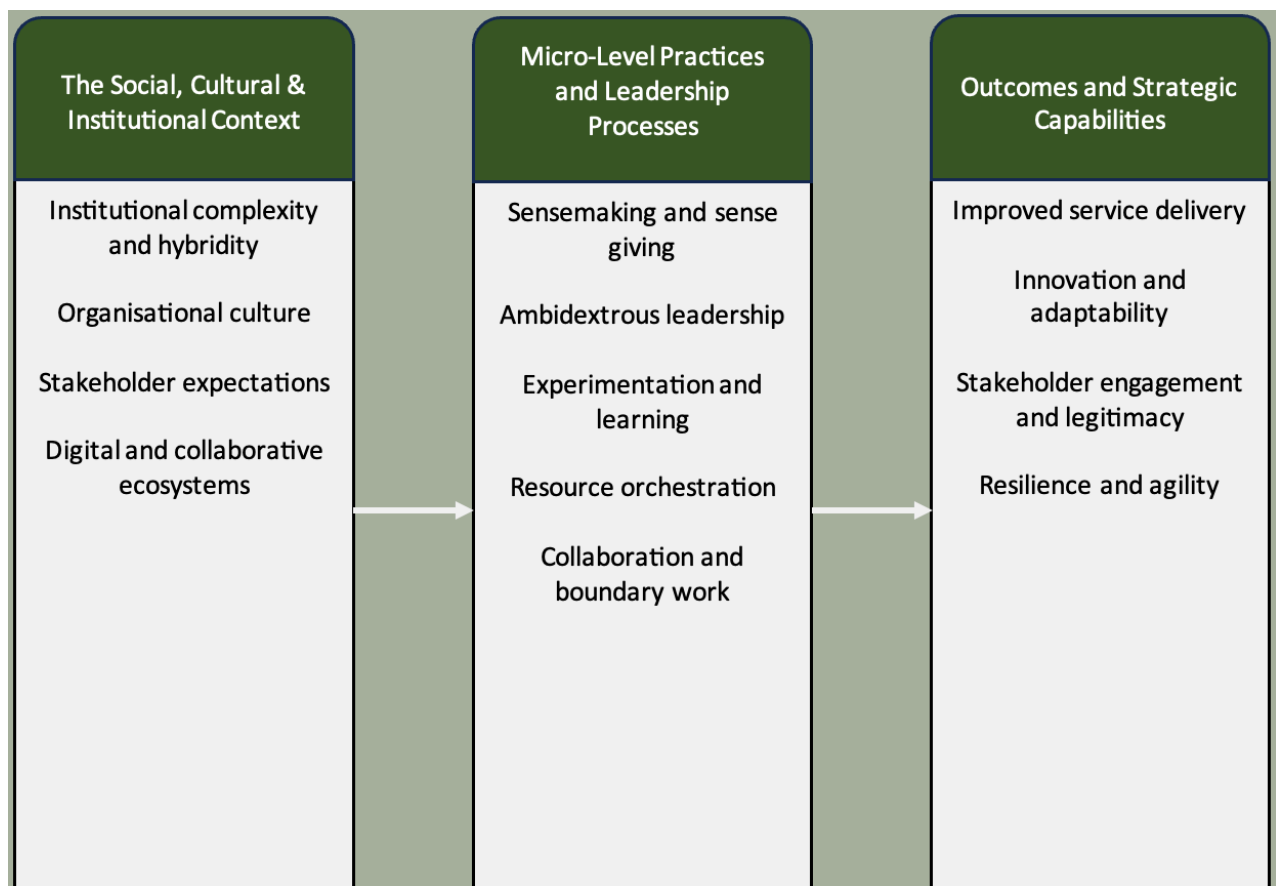
These cases illustrate how public organisations can navigate dual strategic logics by embedding ambidextrous thinking in both leadership and practice.

The following section builds on these insights to develop an integrated framework that addresses these gaps and offers practical and theoretical guidance for public organisations seeking to thrive in complex environments.

Integrated Conceptual Framework: Ambidextrous Strategising in the Public Sector

This section presents an integrated conceptual framework that combines insights from organisational ambidexterity and the strategy-as-practice perspective to examine how public sector organisations balance exploration and exploitation in dynamic, complex environments. Drawing on recent developments in complexity leadership theory, digital public management, and hybrid organisational theory, the framework (see Figure 1) provides a practice-oriented model that captures the multi-dimensional nature of strategising in the public realm.

Figure 1: Conceptual Framework - Integrated Conceptual Framework: Ambidextrous Strategising in the Public Sector



The framework in Figure 1 consists of three interrelated dimensions which are further elaborated below:

1. Social, Cultural, and Institutional Context

This dimension addresses the broader structural, cultural, and institutional settings that shape the feasibility and form of ambidextrous strategising in public organisations. It includes:

- Institutional complexity and hybridity, where public agencies operate within multiple, often conflicting, logics (e.g., bureaucracy, professionalism, political accountability, market-based performance) (Denis et al., 2015; Favoreu et al., 2024).
- Organisational culture, particularly whether norms and values support risk-taking, learning, and innovation (Birkinshaw & Gibson, 2004).
- Stakeholder expectations, which can either constrain or catalyze ambidextrous practices through accountability pressures, citizen engagement, and public scrutiny (Bryson, 2018).
- Digital and collaborative ecosystems, which offer structural support for ambidexterity through platforms that enable experimentation, feedback, and open innovation (Wrede et al., 2024; academia sources).

A supportive context is essential for ambidextrous strategising. This includes fostering experimentation-friendly environments, building internal and external networks, and aligning organisational values with broader societal missions.

2. Micro-Level Practices and Leadership Processes

At the core of the framework are the day-to-day practices, routines, and interactions that bring ambidextrous strategy to life. These micro-level processes reflect the core principles of the strategy-as-practice perspective and include:

- Sensemaking and sense giving: Public managers continuously interpret complex contexts and communicate coherent strategic narratives (Whittington, 2006).
- Ambidextrous leadership: Effective leaders toggle between exploration and exploitation modes—enabling innovation while sustaining reliability and control (Rosing et al., 2011).
- Experimentation and learning: Practices such as agile project teams, pilot programs, and feedback loops enable low-risk innovation while maintaining operational continuity.
- Resource orchestration: Leaders and managers must balance resource allocation between competing strategic priorities, a hallmark of ambidextrous management (Raisch et al., 2009).

-
- Collaboration and boundary work: Engaging with external actors across sectors (e.g., nonprofits, private firms, citizen groups) brings in diverse knowledge and enhances adaptive capacity (Bryson et al., 2025).

These practices are situated, iterative, and shaped by institutional and cultural constraints, but they are also key levers for enabling organisational transformation and resilience.

3. Strategic Outcomes and Organisational Capabilities

This dimension captures the intended (and emergent) effects of ambidextrous strategising, encompassing both tangible results and enhanced capabilities:

- Improved service delivery: Organisations are better equipped to meet current performance expectations while preparing for future demands.
- Innovation and adaptability: Sustained exploration fosters creative solutions and policy experimentation.
- Stakeholder engagement and legitimacy: Balancing tradition with innovation helps align internal operations with evolving public expectations.
- Resilience and agility: Ambidextrous organisations can better absorb shocks, shift strategic focus when needed and recover from crises more effectively (Volberda et al., 2010).

Recent studies highlight that these outcomes are amplified when digital technologies and cross-sector networks are effectively leveraged (Wrede et al., 2024), and when organisations are embedded in a culture of continuous learning and collaboration (Seo et al., 2025).



Synthesis: A CODEC-Informed Framework for the Public Sector

To consolidate this multi-dimensional approach, the framework aligns with the emerging CODEC model, a synthesis of core enablers of organisational ambidexterity:

Table 1: CODEC model

CODEC Pillar	Public Sector Application
Culture	Norms that support experimentation, transparency, and
Orchestration	Leadership practices that manage tensions and enable
Delivery	Balancing efficiency and quality in service provision.
Ecosystems	Leveraging digital platforms and stakeholder partnerships.
Capabilities	Building adaptive, resilient, and reflective organisations.

By integrating ambidexterity and strategy-as-practice, this conceptual framework provides a rich, practice-based understanding of how public organisations navigate the dual imperatives of exploration and exploitation. It contributes to theoretical advancement by incorporating current literature on digital transformation, institutional hybridity, and leadership complexity. Practically, it offers public managers a structured yet flexible guide for enacting adaptive strategies in uncertain and evolving policy environments.

Discussion

This article proposes an integrated conceptual framework that brings together organisational ambidexterity (Raisch & Birkinshaw, 2008) and the strategy-as-practice perspective (Jarzabkowski et al., 2007) to examine how public sector organisations balance exploration and exploitation. By synthesizing these literatures within the specific context of public governance, the framework offers new practical insights.

Practical Implications

For public managers and policymakers, the framework highlights several implications:

- Strategic design: Public organisations should cultivate structures and cultures that simultaneously support innovation and stability. This includes

·encouraging experimentation, feedback loops, and risk-tolerant leadership (Ferlie et al., 2005).

- Leadership development: Ambidextrous leadership requires shifting between coordination/control and creativity/vision depending on the situation (Rosing et al., 2011; Gibson & Birkinshaw, 2004).
- Cross-sector collaboration: Collaborative governance and network-building are crucial for accessing external knowledge and co-producing innovative solutions (Bryson, 2018; Seo et al., 2025).
- Digital capabilities: Information systems and digital tools can enhance real-time responsiveness, support policy experimentation, and enable stakeholder participation (Wrede et al., 2024).

Conclusion

This article has presented an integrated conceptual framework that brings together organisational ambidexterity and the strategy-as-practice (SAP) perspective to explore how public sector organisations navigate the competing demands of exploration and exploitation. Informed by ideas from complexity leadership theory, institutional analysis, and emerging research on digital and hybrid governance, the framework offers a more grounded and practice-oriented view of how public organisations adapt strategically in uncertain and dynamic environments.

Crucially, the framework recognises the enabling conditions that make ambidextrous strategising

possible. These include supportive organisational cultures, adaptive leadership, digital technologies, and collaborative ecosystems that foster both innovation and operational stability. Together, these elements underpin outcomes such as improved service delivery, greater innovation, enhanced stakeholder legitimacy, and stronger organisational resilience.

Although the framework is conceptual, it provides a strong basis for future research. Researchers are encouraged to test and refine it across different public sector contexts, using qualitative and quantitative approaches. Such studies could reveal how public organisations reconfigure their strategic capabilities in response to external shocks, policy reforms, and ongoing digital transformation.



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Pro Vice Chancellor for Student Enterprise & Entrepreneurship at Anglia Ruskin University, Gary was previously Dean of the Faculty of Business and Law, leading a team of over 100 academic and 35 administrative staff responsible for delivering world class business, management, leadership and finance research and education to 3,000 on campus students and a further 2,500 students studying at one of the Faculty's UK or international Associate Colleges.

He has led and managed a wide range of research and business engagement projects working for organisations such as the European Commission, Belgian Science and Policy Office, Welsh Government, Sector Skills Council and the Federation of Small Businesses.

He has published widely in international peer reviewed journals in subjects such as economic development policy, small business management and strategy, technology transfer and commercialisation.

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Rashid has sixteen years of client-side experience, covering business and portfolio strategy, executive leadership, and innovation in strategy development. He is a senior leader working with local governments. Rashid has a Doctorate in Business administration and holds an MBA and a Diploma in Management Consulting from the University of East Anglia. His latest research sheds new light on how public sector organisation strategize for integration.

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COP 16 and Aberystwyth Business School



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1. Andrew Slaven
 2. Mike Christie
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The Convention on Biological Diversity's COP 16 summit took place in Cali, Colombia in 2024 with a leading aim of further operationalising the pivotal 2022 Kunming-Montreal Global Biodiversity Framework (GBF).

A notable achievement of COP 16 was its implementation of the recommendations of the IPBES Values Assessment into the GBF. Co-chaired by ABS's Prof. Mike Christie, the Values Assessment broadly seeks to increase the plurality of nature valuation, both in terms of the values we consider when appraising nature and the knowledge and perspectives we consider when determining stakeholder impacts (IPBES, 2022). Recommendations included encouraging parties to:

- Include the views of often underrepresented groups, such as local communities and indigenous peoples in environmental decision making.
- Tailor valuation methods to unique local needs and values.
- Consider the direct (instrumental) benefits nature provides, as well as its 'relational' and 'intrinsic' values too.
- *Relational value* - Bonds people associate/share with a natural site.
- *Intrinsic value* - The independent value nature holds in itself (CBD, 2025).

ABS's Centre for Responsible Societies (CRiSis) is currently undertaking a number of projects that build upon these recommendations to ensure that an equitable and just policy environment is achieved both for people and nature.

Firstly, understanding Nature's multiple Values for InteGrATion into dECisions' (NAVIGATE) is a NERC-funded project with case studies in the UK, Finland and Tanzania. With a focus on woodlands, NAVIGATE aims to increase the implementation of the non-instrumental values into business and policy decisions. Expected outputs include policy guidance documents to instruct policymakers on how to integrate non-instrumental values into frameworks, in addition to academic publications.



For example, Kenter et al. (2025) directly addresses the IPBES recommendations by detailing how a market-centric framing of nature can be transcended to consider nature's role in people's identity and sense of place which in turn may lead to increased equity and a reduction in social conflict that instead harnesses human-nature relationships to create a more sustainable future (Kenter *et al.*, 2025).

The Enabling Multispecies Transitions (MUST) project focuses on multispecies transitions that respect the rights of humans and non-human species in their uses of the natural environment in an effort to decrease inequality between peoples and species when achieving nature-based solutions. Recent publications have explored how nature-based solutions and multispecies justice can be bridged to allow for increased biodiversity and the preservation of nature-derived social connection in the presence of increased urbanism (Raymond *et al.*, 2025; Pineda-Pinto *et al.*, 2025). Thus, the MUST project both seeks to include intrinsic values of nature into decision-making frameworks, as well as ensuring that underrepresented groups are not marginalised under environmental legislation.

A range of other collaborative and independent PhD projects being undertaken by CRiSis members can be found at:

<https://www.aber.ac.uk/en/abs/research/crisis/#research-projects>. If you have any questions about this article, please contact Andrew Slaven at ans116@aber.ac.uk.

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My research specialises in the economic and social valuation of biodiversity and ecosystem services. I have utilised a wide range of non-market valuation methods including choice experiments, contingent valuation, contingent behaviour and travel cost method. These studies have addressed a wide range of natural resource and environmental issues including, both marine and terrestrial ecosystems, water quality, biodiversity, agri-environmental schemes, recreation and tourism.

recreation and tourism. Increasingly, I am focusing my research to examine the human welfare impacts of biodiversity loss in developing countries, with recent studies in Madagascar, Malawi, Nigeria, Ghana, Rwanda, Indonesia, Bangladesh, the Solomon Islands and the Caribbean.

I also was a lead author of TEEB (2010), the UK National Ecosystem Assessment (2011) and the IPBES European and Central Asia assessment (2018) report, and was co-chair of the IPBES 'Values' assessment.



UK Corporation Tax for 2025 & Business Tax Readiness Guide

Corporation Tax Rates remain unchanged for 2025, made up of 3 rates:

- 19% for profits under £50,000
- 19–25% for profits between £50,000–£250,000
(Marginal Relief applies)
- 25% for profits over £250,000

Marginal Relief provides a gradual increase in effective tax rate.



Sarah Lindop
Author

Making Tax Digital (MTD) is mandatory for VAT and tax reporting. Making Tax Digital is a UK government initiative aimed at modernising the tax system by reducing errors, improving efficiency and encouraging real-time reporting. It requires businesses and individuals to keep digital records, use compatible software and submit quarterly updates to HMRC.

HMRC is enforcing stricter compliance and increasing penalties for late or incorrect filings.

How to Ensure Your Business Is Tax-Ready and Stay Compliant

1. Review Your Tax Position by assessing corporation tax, VAT, and capital allowances and identify areas impacted by new rules. File on time and use reminders and software to avoid missed deadlines. Check accuracy, review returns carefully before submission, keep and maintain digital records to support your filings.

2. Consult a Tax Expert and get tailored advice to optimize reliefs and avoid penalties.

3. Use Smart Tax Software which will automate calculations, track deadlines, and stay MTD-compliant.

4. Plan for Future Liabilities and adjust forecasts to reflect rate changes and new incentives.

5. Integrate VAT Compliance, aligning VAT systems with updated tax rules and maintain accurate records to reduce audit risks.



What the Future Holds

Moving forwards Corporation Tax rates are not expected to change, however the expectation is there will be more frequent tax reforms, stronger compliance enforcement, greater digital integration and enhanced investment incentives. The Autumn 2025 budget may focus on Capital Gains Tax as a likely target for reform with rate increases or reduced allowances, potentially reversing the recent cuts in National Insurance or increasing VAT. The government faces a balancing act, facing pressure to stimulate growth while raising revenue and changes could risk public dissatisfaction or market instability. Final decisions will depend on economic performance in late 2025.

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GOV.UK – Company Tax Returns [Company Tax Returns: Penalties for late filing - GOV.UK](#)



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Attracting foreign direct investment – the case of Mid Wales



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Introduction

This article focuses on Foreign Direct Investment (FDI) from the perspective of Mid Wales. Also included is an analysis of the broader online presence of ‘Brand Wales’, and Wales as a country seeking to attract FDI.

The article concludes with an overview of other countries' online presence promoting themselves as a location for inward investment. FDI may be defined as an 'investment involving an overseas entity either investing in or purchasing assets in the UK' (National Audit Office, 2023).

Mid Wales faces several socio-economic challenges including: lagging behind Wales and the UK as a whole in productivity (real and per capita), facing a declining and ageing population and having a comparatively narrow economic base (Tyfu Canolbarth Cymru/Growing Mid Wales, 2022).

Significant GVA contributors in Mid Wales are: wholesale and retail, manufacturing and real estate (Tyfu Canolbarth Cymru/Growing Mid Wales, 2022). While the agricultural sector dominates in terms of employment numbers, it contributes comparatively less GVA than other sectors (Tyfu Canolbarth Cymru/Growing Mid Wales, 2022).

Welsh and UK FDI Landscape

In terms of attracting inward investment, Mid Wales has largely relied on The UK and Welsh Governments' efforts to create and implement FDI policy. Recently published academic papers and grey literature have critiqued UK FDI activity stressing an impetus for further developing policy and practice. The UK FDI landscape has been considered as confusing for potential investors (GOV.UK, 2023; CBI, 2024)

perhaps exacerbated somewhat by the political uncertainty of a post-Brexit Britain, which has contributed to a fall in FDI paired with increased macroeconomic volatility (Milas et al., 2024).

The Department for International Trade (DIT) was criticised for not developing a 'UK-wide overview of local strengths, including skills, infrastructure and supply chain opportunities, and how it will market these' activity has focused on the South East of England (National Audit Office, 2023). From a Welsh perspective, the 2023 Harrington Report into UK Foreign Direct Investment sponsored by the Department for Business and Trade, and HM Treasury, made no mention of Wales (GOV.UK, 2023). In terms of Mid Wales, the key online investment website for FDI in Wales, 'Trade and Invest Wales' focuses its attention south of the M4 motorway and all but ignores the prospects for FDI in Mid Wales (Welsh Government, 2025). Further, the DIT needs to work in a joined-up way across government and local bodies to present a coherent UK offer to investors (National Audit Office, 2023). There is a lack of policy consistency in the UK, response and planning delays, satisfying complex conditions to access government support, energy grid connection challenges, and skill shortages (GOV.UK, 2023). Collectively, the evidence above does not bode well for the future of the Mid Wales economy in attracting FDI.

There is potential for the issue of depopulation in Mid Wales (Hogan, 2023) to be addressed by encouraging graduates to remain in Mid Wales and establish their careers in Mid Wales. This argument is particularly relevant when considering the ready pipeline of workers graduating from Aberystwyth University, which has long been established in the Cardigan Bay. Indeed, Driffield et al., (2024a) advocate the creation of a FDI policy which prioritises quality of employment opportunities created rather than quantity – ideal for university graduates. The UK Government Department of International Trade (DTI) began in 2020 to focus its efforts more closely on attracting ‘high-value, high-impact investments that support government’s wider objectives on levelling up, net zero and innovation’ (National Audit Office, 2023). Such an FDI policy may help to overcome issues of depopulation in Mid Wales by retaining graduates and crucial human capital who have the prerequisite skills and knowledge for employment in high value businesses. Nevertheless, the dilemma facing the UK and Welsh governments and local authorities is that they are under pressure to support an increase in both the quantity and quality of jobs. Achieving both simultaneously may be challenging, developments in technology and job creation are considered to be mutually exclusive (Castellani and Lavoratori, 2020)), whereby the work first active labour market policy adopted by the UK has focused on work entry at the expense of creating an insecure work environment, impeding productivity (Jones, 2021).

Indeed, there is evidence to suggest that FDI policy should consider moving away from a national focus to more emphasis on ‘sub-national location specific advantages’ (Driffield et al., 2023). Areas such as Mid Wales could develop location specific advantages, for instance, through the work being undertaken at Aberystwyth University’s AberInnovation facility, which is designed to accelerate food and drink, circular economy and agri-tech innovation. A sub-national approach to attracting FDI is further supported by Crescenzi et al., (2021), who found that sub-national investment promotion agencies were more likely to attract investment. Issues of depopulation in Mid Wales (Hogan, 2023) may further add weight to the argument that governments need to attract the right type of FDI and consequently leverage the benefits over time Driffield et al., (2024a).

Another potential issue facing Mid Wales is its level of business density, whereby as at 2020 there were 12,625 registered businesses in Mid Wales, over 95% of which had under 10 employees (Growing Mid Wales, 2022). FDI is typically attracted to areas that have acceptable levels of business density and associated business activity. A consequence of lower business density levels may be supply chain challenges, a dearth of labour market skills and knowledge, or insufficient market availability.

The issue of business density may contribute to difficulties in growing business scale. Businesses with a growth trajectory and are sold or merged once they reach a certain size are typically managed outside of Wales.

There are systemic issues that inhibit business growth in Mid Wales. For instance, the Mid Wales energy infrastructure in the form of grid capacity may be insufficient to meet the demand of FDI in the area (Welsh Government, 2024). Such ‘grid poverty’ is a significant challenge to growing the economy in Mid Wales (Clubb, 2018). There are also clean water challenges, whereby infrastructure limitations result in pollutants being untreated. Finally, policy documents created by Tyfu Canolbarth Cymru/Growing Mid Wales (2020 and 2022) in association with Ceredigion and Powys County Councils make no mention of seeking to attract FDI into Mid Wales, while digital connectivity in Mid Wales lags Welsh and UK averages (Tyfu Canolbarth Cymru/Growing Mid Wales, 2024).

Conclusions and recommendations

The evidence above suggests Mid Wales and FDI are largely ignored in both UK and Welsh government documentation generally while FDI is omitted from the Mid Wales growth plan, presenting a significant problem for the growth and development of businesses in the region. This is partially symptomatic of the disjointed nature of UK Government, Welsh Government, and local authority FDI policy (National Audit Office, 2023).

To develop an FDI strategy for Mid Wales will require changes in policy and practice. Areas with an established track record for attracting FDIs tend to continue attracting such investments, whilst areas without a track record (such as Mid Wales) may face a more challenging FDI landscape Driffield et al., (2024a). Economic development, innovation, and productivity increases may result if FDI policies focus on attracting higher value FDI. Consequently, it is more likely that regions would move up the value chain (Driffield et al., 2024a). Driffield et al (2024a) argue for an adaptive FDI which is based on a bespoke policy designed specifically for a particular area. An integrated approach embedded in an adaptive policy is arguably more likely to create opportunities for FDI that in turns fosters the creation of the right jobs for an area such as Mid Wales. Past government policy to attract sustainable FDI by offering grants, loans, or subsidies has often proved to be ineffective, with recent studies instead suggesting a focus on a more adaptive approach (Driffield et al., 2023).

In terms of attracting higher value FDI, more could be made of extolling the Well-being of Future Generations (Wales) Act 2015. Welsh businesses are more likely to use language/text online aligned with the Act than business found in England (Hogan et al., 2024).

Consequently, the Act could be seen as a differentiator in the international FDI market and employed to enhance Welsh strategic positioning in this market. Similarly, online Trade and Invest Wales and Cymru Wales Brand websites appear as English language only webpages this contributes to a lack of distinctiveness in the FDI market. Finally, Green FDI may be promoted in areas that have a green policy proposition (Jaumotte et al., 2024). Mid Wales has the long established Centre for Alternative Technology (CAT) located near Machynlleth. The CAT and AberInnovation, working with Aberystwyth University have sustainability as a key driver in their operations. The adoption of green FDI approaches helps to support business and environmental sustainability (Phung et al., 2023)), which could in turn create a distinctive offering to the FDI market. Wang et al (2021) suggest screening inward investors to ensure their compliance with a variety of environmental criteria, which will help create industry-wide green FDI sustainability. For Mid Wales to attract more FDI it needs to increase its profile/viability in UK, Welsh and local authority policy and practice.

Finally, a note of caution, as stated by Driffield et al (2024a) ‘inward investment is both a cause and a solution to the market failure problem’. Further, a consequential outcome of FDI activity may be ‘locking-in’ economically lagging regions into remaining low skill, low productivity, and comparatively low value regions (Driffield et al., 2024). Nevertheless, inward investment can stimulate productivity growth but needs to be targeted in high value employment creation.

An analysis of Cymru Wales Brand, Trade and Invest Wales, Welsh Government, and effective country-based inward investment promotion websites.

International business master’s degree students at Aberystwyth University were tasked with analysing the online presence of ‘Cymru Wales Brand’, ‘Trade and Invest Wales’, and the Welsh Government. The task focused on students using their international employment experiences (from the perspective of being potential sources of FDI to Wales) as a basis for analysing the websites from the perspective of FDI. Table 1.0 contains a selection of student reflections when viewing the websites. Overall, student comments are positive, but they recognise the global visibility challenges the websites have when seeking to attract FDI to Wales and in particular to Mid Wales.



Table 1.0 Selected summative analysis responses

Website	Postgraduate students' analysis
Cymru Wales brand	<p>“The Cymru Wales brand provides information that that helps ensure the Welsh message is put across with confidence, clarity, simplicity and fairness”.</p> <p>“Strong presence of media productions (Dr Who and Welcome to Wrexham)”. “Need to take into account overseas investors are unlikely to have received an education about Welsh history and culture”. “Too much emphasis on promoting rather than presenting information about Wales”. “Difficulty in navigating this website”. “Vague information, not sure what this website is about”. “Clear and distinctive national identity”. “Digital and social media impact is limited”. “Overwhelming, overfilled with pictures, not search engine optimised”.</p>
Trade and Invest Wales	<p>“As a government funded entity, business enquiries may be subjected to bureaucratic processes which may in turn slowdown enquiry response times”. “Has some focus on regional strengths but could use more detailed subsection of each region”. “Limited global visibility”. “Clear branding and messaging”. “Lack of financial information”. “sub-sections are useful”. “Good layout”.</p>
Welsh Government	<p>“Strong on training, creating increased access to online services”.</p> <p>“Visit Wales runs adverts in the UK but not the USA”. “Huge amount of information, objective in terms of investments”. “Outdated layout and hard to navigate seems only made for Welsh citizens”. “Good to see free access to government research statistics”. “Research section is not organised at all”.</p>

Interviews and an online survey with local business owner managers and business development NGOs suggests there is a need for Wales (and Mid Wales) to increase its own brand awareness via “investing in a Welsh exposure project for countries overseas”. The television series Welcome to Wrexham, has helped showcased the local environment and people. In many cases this was viewers’ first exposure to Wales and its culture. A similar wave of awareness occurred with the Doctor Who and Game of Thrones series. The “Welsh exposure” project could piggyback Welsh sporting events or TV streams overseas and assist in growing consumer and business awareness of

Wales, suggested one respondent.

The Welsh brand is “diffuse and difficult for outsiders to articulate” stated a respondent. The Welsh identify often subsumed as part of Britain or sometimes a region of England . There is a need to increasingly promote the distinctness of Wales and the role of its culture and language. A respondent stated that “Mid Wales not visible externally at all”. Another respondent observed “other countries are presenting more visible and compelling offers”. For example, Ireland has a much higher global visibility than Wales and history of attracting significant global players. Respondents recommended that Wales, like Ireland adopts a more proactive and arguably aggressive approach to attracting investment set against background of a supportive business ecosystem, elements of which are not available to Wales (lower corporation tax and ease of access to the EU). Finally, several respondents suggested placing more emphasis online about the geographical advantages Mid Wales has for developing renewable energy sources.

International examples of effective inward investment promotion campaigns

Successful inward investment programmes are designed to attract foreign capital, boost local economies, and create jobs. Here are examples of inward investment programmes promoted online:

1.Singapore - "Global Investor Programme" (GIP)

Singapore’s GIP targets high-net-worth individuals and business owners. By offering permanent residency to investors who commit to substantial investments (typically in businesses or funds), the country attracts wealthy entrepreneurs and global investors. Singapore’s stable economy, low tax rates, and strategic location in Asia make it an attractive hub for foreign investment.

2.Ireland - "Start-up Entrepreneur Programme" (STEP)

Ireland's STEP allows non-EU citizens to gain residency by establishing a business that has the potential to grow and create jobs in Ireland. With favourable tax policies, a skilled workforce, and EU market access, Ireland has become a go-to destination for foreign entrepreneurs, particularly in tech and finance.

3.United Arab Emirates - "Golden Visa"

The UAE’s Golden Visa offers long-term residency to investors, entrepreneurs, and skilled professionals, with a focus on attracting foreign capital into real estate, tourism, technology, and other sectors. This program has bolstered the UAE’s economic diversification strategy, reducing reliance on oil revenues and making it an attractive destination for global investors.

4. Australia - "Business Innovation and Investment Programme" (BIIP)

Australia's BIIP provides opportunities for foreign investors and entrepreneurs to gain residency through investments in the country. The program offers several visa options, including the Significant Investor Visa (SIV), which encourages high-value investments in Australian businesses and startups, particularly in technology, healthcare, and renewable energy.

5. Chile - "InvestChile"

InvestChile, the country's national investment promotion agency, has been instrumental in driving foreign investment, particularly in the mining, energy, and agriculture sectors. Through tailored support services, tax incentives, and a focus on sustainability, Chile has become one of the top investment destinations in Latin America, attracting multinational corporations and driving growth in its diverse industries.

6. South Korea - "Foreign Investment Promotion Act"

South Korea's Foreign Investment Promotion Act offers incentives like tax breaks, financial subsidies, and the creation of specialized foreign investment zones to attract foreign companies. Key sectors such as technology, automotive, and chemicals have benefited from the program, making South Korea a top investment destination in East Asia.

7. Canada - "Global Talent Stream"

Canada's Global Talent Stream is designed to attract highly skilled workers to fill critical talent gaps in the technology, engineering, and finance sectors. By offering fast-track work permits and residency options for both employers and employees, Canada has successfully drawn top talent and innovative businesses to its economy.

Conclusion

Interestingly, in 2022 the UK Government withdrew its Tier 1 Investor Visa programme, citing concerns questioning its wider economy benefits. In particular, because a significant proportion of such inward investment resulted in the purchase of UK Government bonds and thus was not being directly invested in the wider UK economy. The inward investment programs listed above share common strategies such as offering incentives, providing streamlined regulatory processes, and fostering a favourable business environment. They showcase the importance of aligning policies with global trends and capitalising on a country's unique advantages to attract sustained foreign investment.

AUTHOR BIO

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Kevin is Research Director at Etic Lab. His work focuses on research and development of artificial intelligence and Big Data products and services. Also included in Kevin's work are chatbots, political bots and the combination of large data sets and communications applications. He was previously a health service researcher interested in complex social systems and the management of technology driven change.



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Lyndon joined the Aberystwyth Business School as a Reader in 2020. He is Director of Research and Degree Scheme Co-ordinator for Business and Management at the Business School. Lyndon a Senior Fellow of the Higher Education Academy and a Chartered Manager of the Chartered Management Institute. He has worked with senior management teams at organisations such as the Pobl Group and Continental Teves to enhance innovation management practices.

Lyndon is the founder and chair of trustees of a charity created to renew and create community facilities.

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Aber Business Review 2026

Call for contributions

To be accepted for publication articles are expected to include:

1. **Evidence** - especially in the form of primary and secondary research and examples of practice-based activity.
2. **Originality** – new insights, new evidence, different contexts, and opinion pieces exploring different interpretations of organisations and their operating environments.
3. **Ideas** - that will make a difference to the readership’s working or personal lives. Ideas that will help them become more productive in the workplace, ideas that encourage readers to explore different ways of working, different interpretations of career development. Ideas which expose readers to different organisational cultures, leadership styles, management practices, and interpretations of innovative activity.
4. **Writing style** – sharing ideas, evidence, practical examples in a manner that will engage readers and encourage them to want to explore ways in which the ideas could be shared and possibly put into practice. Diversity and inclusion are at the heart of the Aber Business Review and articles will be expected to be written in a manner reflecting such values.

Article Requirements

Length & Structure

- Up to 2,400 words
- Maximum four pages
- Structure
 - **Title & Subheading;** Clear, engaging, and reflective of the core message
 - **Introduction;** Define the issue, its relevance, and key takeaways
 - **Main Body ;** Break content into clearly marked sections using subheadings
 - **Practical Frameworks & Exercises ;** At least one practical application (see following section)
 - **Conclusion;** Summarise main points and suggest further actions

Tone & Style

- Professional yet accessible, using direct, active language
- Avoid overly academic writing; focus on application-driven insights
- Use short paragraphs, bullet points, and subheadings for clarity

Submission

- Deadline May 29th 2026
- Submit your proposals to aberbusinessreview@aber.ac.uk



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