



# **MASTER OF SCIENCE IN BUSINESS ADMINISTRATION**

A.A. 2010-2011

ENTERPRISE MANAGEMENT & EVOLUTION

**Countervailing the liability of newness through  
organizational routines. Evidence from the well-being  
industry**

**Vincenzo Uli**

# Agenda

## **SECTION I – The Framework**

## **SECTION II – The business case**

## **SECTION III – Discussion**

# Agenda

## **SECTION I – The Framework**

## SECTION II – The business case

## SECTION III – Discussion

# Theoretical Fundamentals

**ISSUE**



**LIABILITY OF  
NEWNESS**

**EXPLANATORY  
VARIABLE**



**ROUTINES**

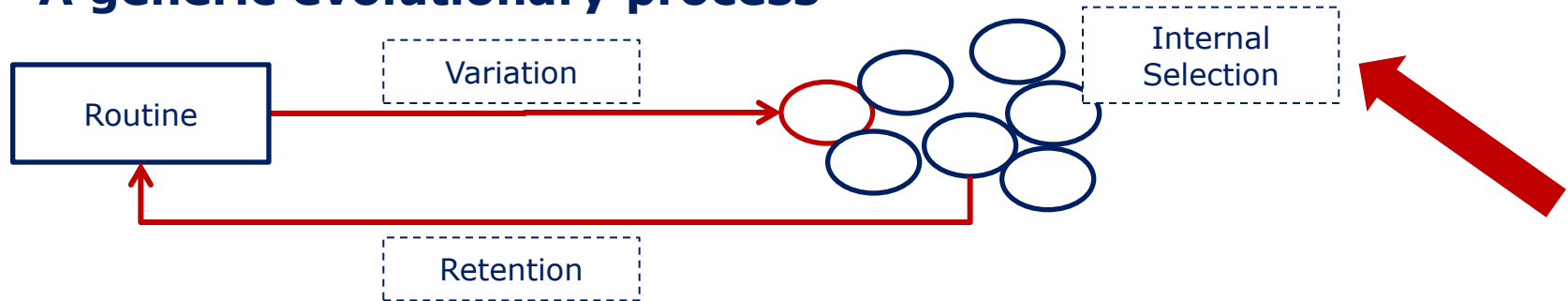
**META-THEORY**



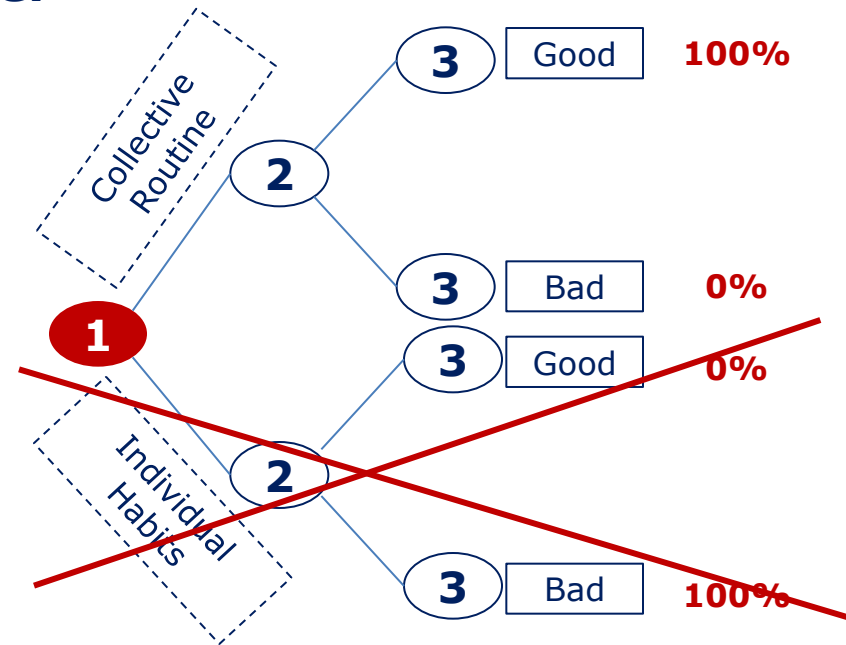
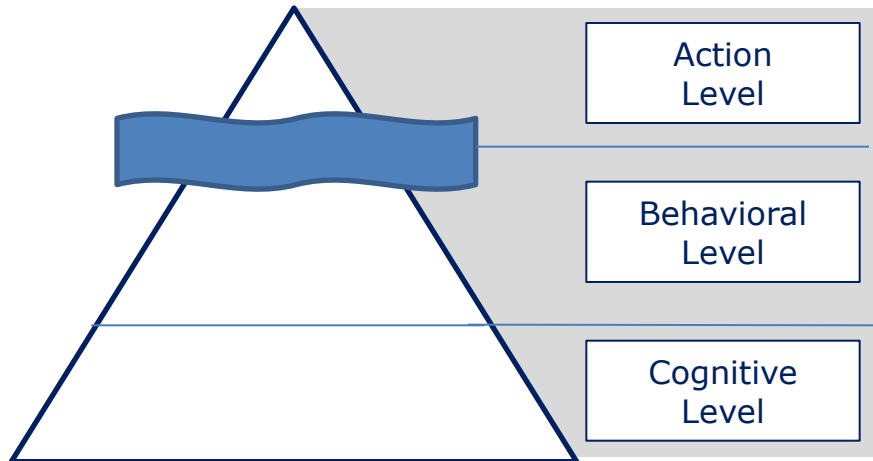
**EVOLUTIONARY  
FRAMEWORK**

# Evolutionary Framework

- A generic evolutionary process**



- A multi-level interpretative model**



# Agenda

## SECTION I – The Framework

## **SECTION II – The business case**

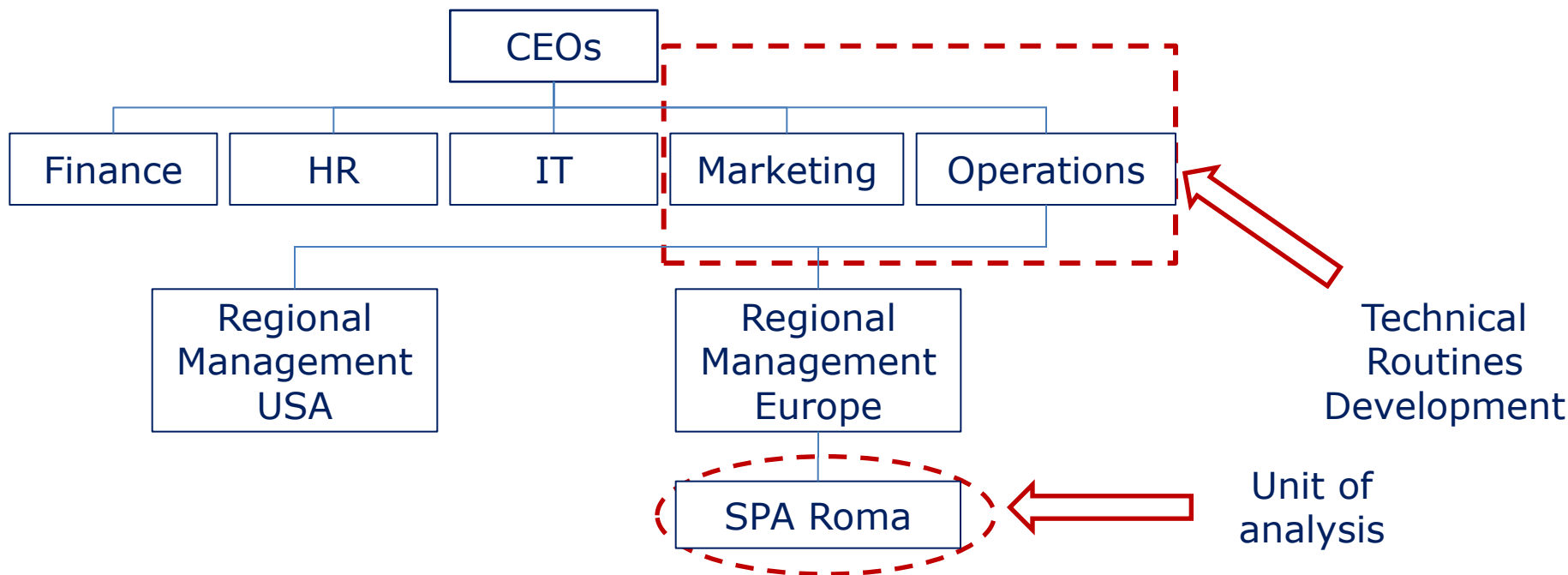
## SECTION III – Discussion

# Group Description and Unity of Analysis

## The Group in brief

- Business idea
- Products/Services offered
- International expansion

## Organizational structure

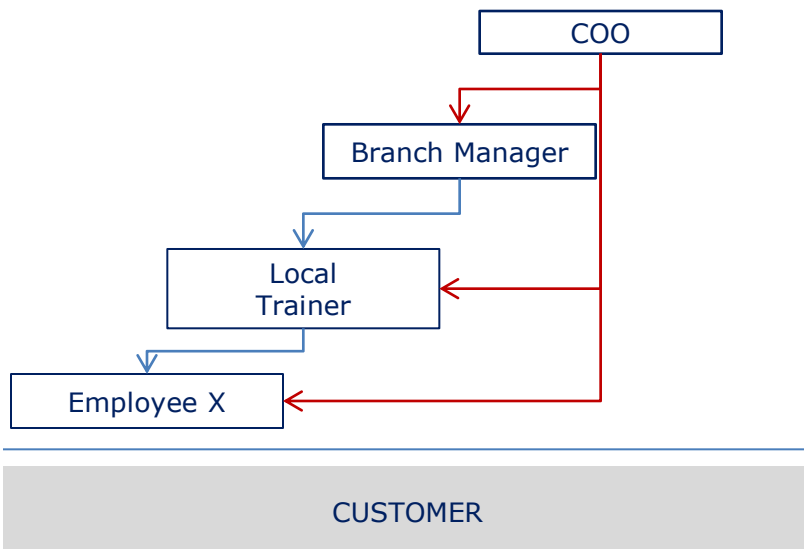


# The 'As is' situation

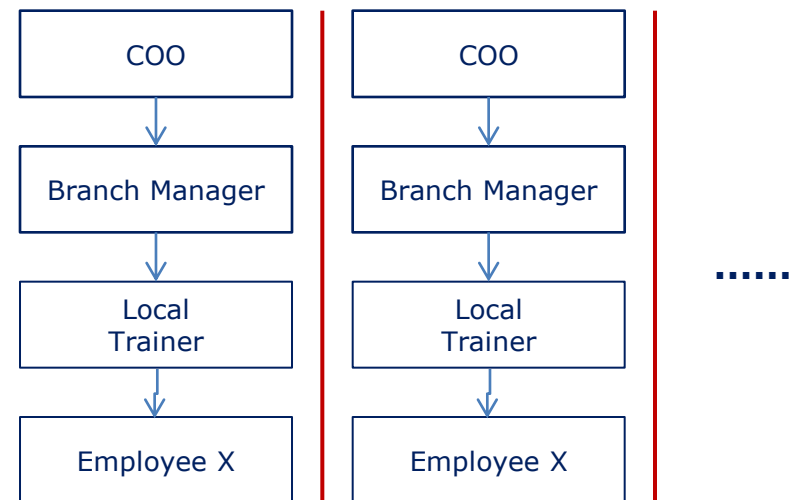
## Development of a generic corporate routine



## 'As is analysis' - Individual level



## 'As is analysis' - Group level

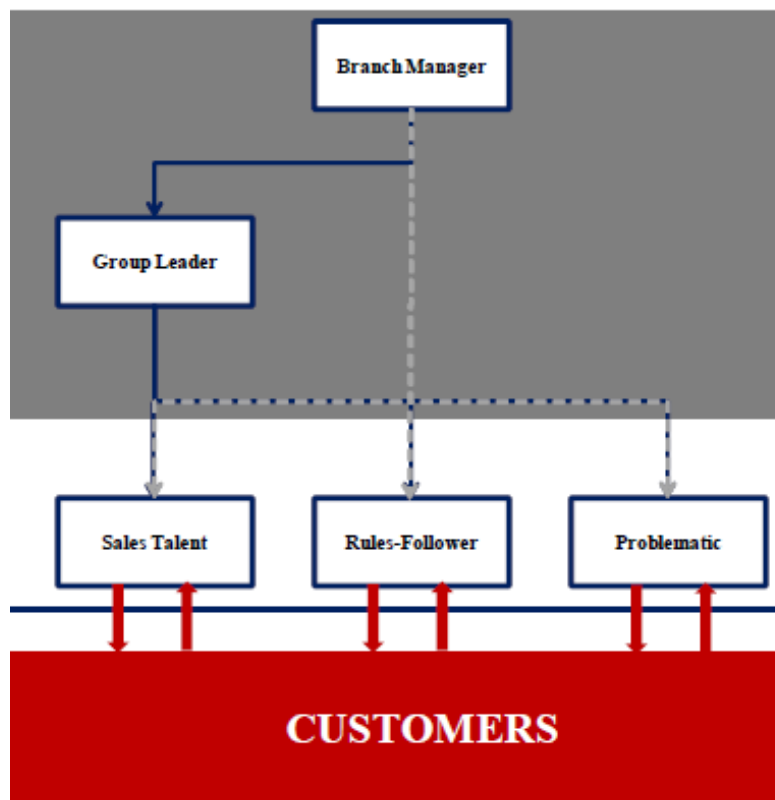


# Experiment setting and results (1/2)

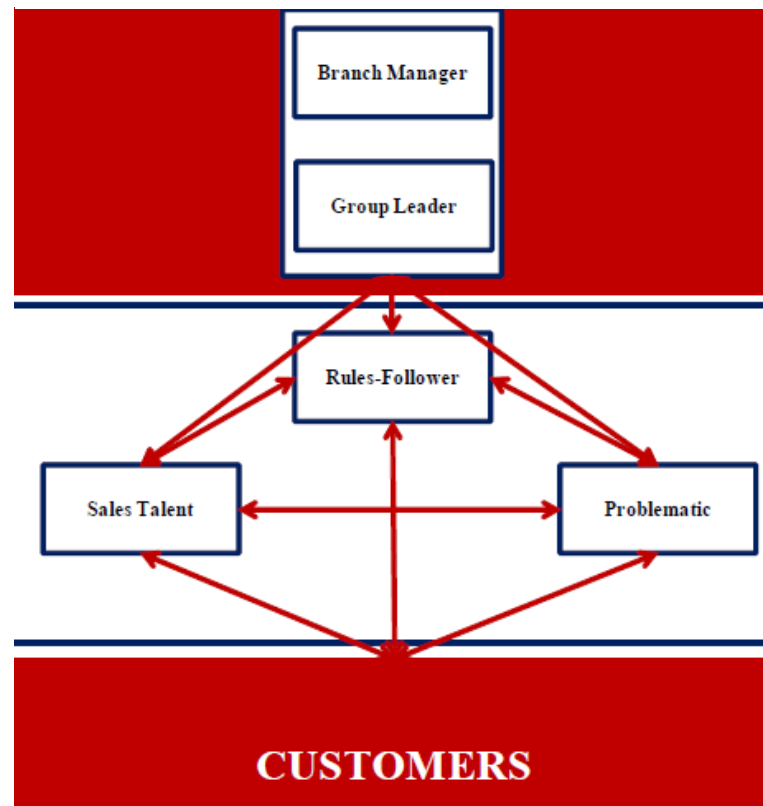
## Experiment setting – Introductory individual interview

- Length of the experiment
- Staff members involved in the project
- Areas of variation allowed

### I week results - Individual level



### II week results – Group level



# Experiment setting and results (2/2)

## Main individual variations

- Products used during 'demarchage'
- Speech during treatment
- Product/Service integration
- Aromateraphy

## Cumulative Groups' Results

Evolution Group		Check Group	Δ%
<b><u>I week</u></b>		<b><u>I week</u></b>	
<b>Average</b>	1 542,00	<b>Average</b>	1 216,55
<b>Max</b>	2 406,00	<b>Max</b>	2 095,00
<b>Min</b>	720,00	<b>Min</b>	712,00
<b>Total I week</b>	6 168,00	<b>Total I week</b>	4 866,20
			26,75%
<b><u>II week</u></b>		<b><u>II week</u></b>	
<b>Average</b>	1 754,30	<b>Average</b>	1 040,65
<b>Max</b>	2 192,20	<b>Max</b>	1 256,00
<b>Min</b>	955,00	<b>Min</b>	756,00
<b>Total II week</b>	7 017,20	<b>Total II week</b>	4 162,60
<b>wow %</b>	13,77%	<b>wow %</b>	-14,46%
			68,58%

# Agenda

## SECTION I – The Framework

## SECTION II – The business case

## **SECTION III – Discussion**

## THEORETICAL MODEL

- Unit of selection and interactors/ replicators definition, ***Becker (2004)***
- Causal mechanism behind the variation, selection and retention process of routines, ***Hodgson and Knudsen (2004)***
- *Behavioral aspects of routines*, ***Pentland and Feldman (2005)***

---

## EMPIRICAL INVESTIGATION

- Studying routines as “black boxes”, ***Cohen and Bacdayan (1994)***
- Studying routines through the interviewing system, ***Pentland and Feldman (2009)***
- Behavioral aspects of routines, ***Pentland and Feldman (2005)***
- The environmental bias, ***Aldrich (1999)***
- The subjective bias, ***Costello (1996)***



# Individual data results

Evolution Group					Check Group				
	Team	Sales	Rules	Rules		Team	Sales	Rules	Rules
	Leader	Talent	Follower	Deviant		Leader	Talent	Follower	Deviant
FIRST WEEK		291,00			FIRST WEEK		57,00	273,00	
		538,00					361,00		
	185,00	674,00	279,00	85,00			824,00	202,00	
	219,00	323,00	431,00	191,00		143,00	263,00	193,00	203,00
	205,00		189,00	183,00		67,00	374,00	344,00	377,80
	111,00	580,00	419,00	413,00		92,00		141,00	309,00
			353,00	499,00		353,00		98,00	191,40
SECOND WEEK		497,00		627,00	SECOND WEEK		218,00	199,00	58,00
	250,00	159,00		346,00			260,00	260,00	174,60
	157,00	229,00	62,00			216,00	166,00		159,00
	223,00	326,00	527,00			129,00			
	325,00		446,00	484,00		294,00			
		597,00	698,00	252,00		117,00	193,00	214,00	153,00
			459,20	353,00			419,00	499,00	434,00

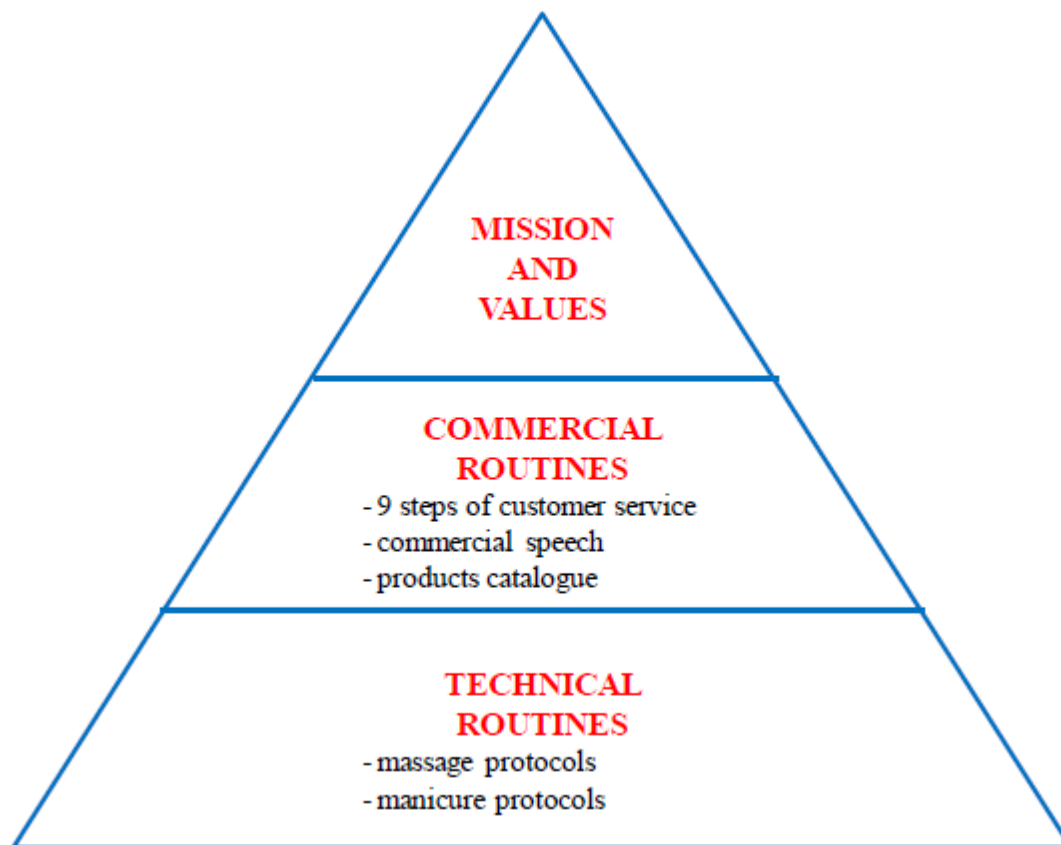
I week				
Mean	180,00	481,20	334,20	274,20
Max	219,00	674,00	431,00	499,00
Min	111,00	291,00	189,00	85,00
Total	720,00	2 406,00	1 671,00	1 371,00

II week				
Mean	238,75	361,60	438,44	412,40
Max	325,00	597,00	698,00	627,00
Min	157,00	159,00	62,00	252,00
Total	955,00	1 808,00	2 192,20	2 062,00
wow %	32,64%	-24,85%	31,19%	50,40%

I week				
Mean	142,40	419,00	195,60	270,30
Max	353,00	824,00	344,00	377,80
Min	57,00	263,00	98,00	191,40
Total	712,00	2 095,00	978,00	1 081,20

II week				
Mean	189,00	251,20	293,00	195,72
Max	294,00	419,00	499,00	434,00
Min	117,00	166,00	199,00	58,00
Total	756,00	1 256,00	1 172,00	978,60
wow %	6,18%	-40,05%	19,84%	-9,49%

# Evaluation of Be Relax Staff



# Example of product file

## Spin Roll Massager



Ref: BR30017

Barcode: 3760117200553



### Product Description:

*Foot Massager made of silicone rubber surface to relieve tensions in tired feet. Can be used hot or cool, and is provided with an integrated adjustable vibration system.*

### Product Benefits:

- Super smooth reflexology silicone pins designed to relax the entire body through the feet' nerve endings. Choose to fill it with hot or cool water/ice to relax or energize your body.
- An integrated adjustable vibration system: 2 vibration speeds to adapt to your sensitivity and activate blood circulation.
- Small and polyvalent in any kind of situation: useful to simply rest your feet and maintain a better posture while traveling, or as a unique relaxation tool at home. Can also be used to massage the back and legs!

### Special Techniques:

- Powered with 1 AA battery not included
- Packaging dimensions: 7,9 x 7, 9x 18,5 cm
- Weight: 286g

# Branch Manager Evaluation Document

## Competences EVALUATION EXPLOITATION

1	Mission et valeurs			OUI		NON
		<i>Le CF les sait</i>		OUI		NON
		<i>Son Staff les sait</i>		OUI		NON
	Commercial Speech			OUI		NON
		<i>Le CF les sait</i>		OUI		NON
		<i>Son Staff les sait</i>		OUI		NON
	9 étapes du service client			OUI		NON
		<i>Le CF les sait</i>		OUI		NON
		<i>Son Staff les sait</i>		OUI		NON
		Carnet de bord employé			OUI	
2	Communication des chiffres de ventes et d'objectifs aux équipes			OUI		NON
		<i>le CF le fait</i>		OUI		NON
	Formations commerciales			OUI		NON
		Existence d'un suivi de la formation commerciale		OUI		NON
		<i>Formations faites</i>		OUI		NON
		Savoir des fiches produits		OUI		NON
		<i>Le CF les sait</i>		OUI		NON
		<i>Son Staff les sait</i>		OUI		NON
		Demarchage		OUI		NON
		<i>le CF sait le faire</i>		OUI		NON
	<i>Le staff le fait</i>		OUI		NON	
Dresscode CF: costume/tailleur			OUI		NON	
Discipline			OUI		NON	
	Applications de sanctions adaptées aux erreurs de caisse, retards ou absences injustifiées		OUI		NON	
	<i>le CF le fait</i>		OUI		NON	
Faire une évaluation			OUI		NON	
	<i>Evaluations faites à la bonne fréquence</i>		OUI		NON	
	<i>Evaluations faites au bon template</i>		OUI		NON	
	<i>Suivi des évaluations fait</i>		OUI		NON	
Structuration et motivation d'équipe			OUI		NON	
	Mises en place d'incentives mensuels adaptés		OUI		NON	
	<i>le CF le fait</i>		OUI		NON	
	Mise en place des rapports managers		OUI		NON	
	Les managers le font		OUI		NON	
	Mise en place des rapports assistant		OUI		NON	
	L'assistant le fait		OUI		NON	
Recrutement			OUI		NON	
	Recrutement en continu		OUI		NON	
	<i>le CF le fait</i>		OUI		NON	
Payés employés			OUI		NON	
	Les payés sont correctes et faites dans les temps		OUI		NON	

# Shop Compliance Document

## BE RELAX CHECKLIST CLEANING AND MAINTENANCE



Updated 13/02/2012

DATE AND TIME			
BRANCH AND STORE			
MANAGER NAME			
<b>OVERALL STORE - FIRST GLOBAL CHECK</b>	<b>OK</b>	<b>NO</b>	<b>COMMENTS</b>
<b>CLEANING</b>			
Bins are closed with white bin liners and look neat everywhere			
The floor is clean: no dust, it has been swept and mopped			
The walls and windows are clean - no finger marks			
The clocks are clean and discrete - not in the retail zone			
<b>MAINTENANCE</b>			
The TV works / Movie is on			
Music is on / Music player work			
All ceiling light bulbs work, including the display lights (LED or fluo tubes)			
Chips on laminate displays			
Floor sockets work			
Wall and door painting is in a good state			
The video surveillance system works			
The store Iron / Metal curtain work			
Security exits are not obstructed			
The exit light signal is on			
<b>SHOP FLOOR AREA BY AREA</b>			
<b>CASH DESK ZONE</b>	<b>OK</b>	<b>NO</b>	<b>COMMENTS</b>
<b>CLEANING</b>			
The cash desk is clean and products on it are dusted			
Price tags are in place and look neat (not folded nor torn)			
<b>TIDYING</b>			
Cash desk products stocks are replenished			
Notebooks and paperworks are tidied			
The cash machine drawers and the furniture are tidied. Wires are not entangled			
<b>MAINTENANCE</b>			
The TPE works			
The telephone works			
The POS works (PI till)			
The scanner works			
The wall menu is in a good state and updated			
Leaflet displays, promotion display, loyalty card displays are in a good state			

# Areas of variation allowed

SERVICES			PRODUCTS		
Service Area	Service Name	Service Extension/Add on	Product Area	Product Name	Product Sale Routine
Chair Massages	Be Up	- Additional minutes to the basic service	Travel Products	Travel Pillow	
	Be Relax			Travel Kit	
	Be Feet			Flight Socks	
Manicure	Express Manicure	- Hand Scrub - Hand Moisturizing Mask - Paraffine service	Massage Products	Shoulder Massager	
	Classic Manicure			Wizz Face Massager	
	First Manicure			Blom Body Massager	
Pedicure	Express Pedicure	- Feet Scrub - Feet Moisturizing Mask - Paraffine service	Cosmetic Products ( <i>Sothys &amp; Bibo</i> )	All cosmetic products	
	Classic Pedicure			Facial Skin Mask	
	First Pedicure			Bibo Fiale	
Oxygen&Aromatherapy	Be Fresh	- Can be combined with Manicure and Pedicure service	Manicure Products ( <i>Opi</i> )	Hand Scrub/Mask	
				Sweet Breath	
				Carmex Tube	

# Sales Talent's variation

