

**Institution: University of East Anglia**

**Unit of Assessment: 19 Business and Management Studies**

**a. Context**

The principal beneficiaries of our research are businesses, public policy-makers, NGOs, social enterprises and the general public. Our interdisciplinary research **Centre for Competition Policy (CCP)** is explicitly impact-oriented and since its inception in 2004 it has had a wide and significant influence on policy makers and practitioners. Members of CCP have responded to 35 public consultations during the period 2009-2013. Waddams, Shaffer and Dobson have ongoing advisory and membership links with competition agencies and regulatory bodies (including the Competition Commission, OFT, DTI, Department for Constitutional Affairs, the OECD, and the EC). The CCP was recently commissioned by the OECD Competition Committee to develop best practice on how to assess competition evaluations. Other organisations that have consulted the CCP on its research include MONITOR (Department of Health), the Department of BIS, the Treasury, Which?, Ofwat and Ofgem, amongst many others. Engagement with practitioners has included the NHS, BBC, OFT, Anglian Water, Yarra Valley Water, Consumer Focus, the African Forum for Utility Regulators, and the Competition Commission of South Africa. Beyond the CCP, non-academic benefits from research stem from the five Subject Area Groups:

- **Accounting, Finance and Governance.** Research by Dewing on bank auditing, which was supported by ICAS, contributed to policy changes announced by the FSA, Financial Reporting Council, and Bank of England. Performance measurement/management research informed NICE, the NHS and the King's Fund (disseminated via the Politics Show on BBC1). An expert report co-authored by Markellos was used to underpin a Greek court case decision in 2012 ordering the payment of £1.5 million against a £150 million construction project. A Grant Thornton consortium proposal co-led by Markellos won a £3.8 million contract in 2008, which is still on-going, to audit end users in Greece funded under the European Regional Development Fund. Research by Kourtis and Markellos on portfolio management has influenced investors by attracting wide media attention from Reuters, Bloomberg, FT, BBC, Daily Mail and Telegraph. Textbooks by Mallin and Markellos are extensively used as teaching material by leading universities across the UK, US, Europe and Asia.
- **Employment Systems and Institutions.** Research on occupational health, safety and workplace behaviour - which is part of on-going collaborations with the National Research Centre for the Working Environment (Daniels & Nielsen) and Loughborough University (Daniels) - affect decision makers in the Danish Postal Service, Tesco and Leicester Tigers Rugby. Nielsen is delivering training to occupational health and HR practitioners in the Nordic countries in relation to a Danish national campaign on managing restructuring. Daniels has an on-going collaboration with the Health and Safety Laboratory in the joint production of knowledge by academic and policy researchers. Policy engagement has occurred via organised events at the EC, Foreign Office, Scottish Parliament, British Medical Association, the New Anglia Local Enterprise Partnership (Connolly) and regional Foreign Direct Investment (FDI) offices in England and Spain (Tregaskis). Research on consortium benchmarking has been implemented into the purchasing strategy of Siemens. Kostopoulos has provided consultancy services to the Athens International Airport in assessing its economic impact.
- **Business Regulation** (includes CCP). Dobson has advised on competition and regulation organisations such as the OECD, EC DG Competition, the Hungarian Competition Authority "GVH", the Serbian Commission for Competition Protection and the Swiss Competition Commission "Weko". His work has also informed the British Brands Group. Environmental research (discussed by the New Scientist, WRAP and The Guardian) has been cited in national policy, and influenced policy development by the EC and IPCC. Waddams has engaged with Optus, Cornwall Energy Associates, Civic Consulting, EC, and offices (BIS, DEFRA, DECC and Cabinet Office) to discuss research and government policy. Waddams has influenced government both through responses to consultations and by several invited meetings with Ministers (Willets, Swinson, Cable). Ormosi has produced an OECD discussion paper on evaluating competition law enforcement. Fairbrass is co-convenor of an ongoing ESRC Research Grant/Seminar series on the green economy and sustainability.
- **Innovation, Technology and Operations Management.** Lettice's innovation research has

## Impact template (REF3a)

been adopted and used by companies, such as Inner Skills, Clever Together and Buenaldea. Xiong's research in sustainable manufacturing underpins his policy advisory work with the UK Government's Department for Business, Innovation and Skills (BIS). He is a Board Member of BIS's China-UK Collaborative Innovation Network and Director of the China-UK International Technology Transfer Centre. Cornford's information systems research has been used in a joint central/local government initiative to improve information sharing in public services (IIASM – www.informationsharing.co.uk), leading to a new national centre of excellence to reduce the complexity of sharing data between services, as announced in the Government's 2013 Spending Round.

- **Marketing, Entrepreneurship and Business Strategy.** Research by Tzokas informed practices and policies through his participation in programmes funded by the ESRC Business Engagement Opportunities Scheme, European Regional Development Fund for Baltic Sea Region, Interreg IVB North Sea Programme, Norfolk County Council and Local Enterprise Growth Initiative (LEGI) Great Yarmouth. Shaffer gave invited testimony at the U.S. Federal Trade Commission and has written three policy reports for the Office of Fair Trading. He has also undertaken research for Vodafone and the American Bar Association. ESRC-funded research by Bika has benefitted the Scottish Family Business Association, reaching more than 25,000 firms (and covered on BBC Radio 4). Entrepreneurship research has been presented at the House of Lords. There are many beneficiaries of the Hoshin Kanri network created and led by Witcher, including Nissan, Hewlett Packard and the National Health Service.

#### b. Approach to impact

Our current approach to impact is built on three key elements: (i) identify and focus potential impact development through designing practice-relevant research via capable and experienced groups/individuals; (ii) provide support at the School and University level to those engaged in impact development activities; and (iii) implement a bespoke, targeted plan for impact development and measurement to ensure that maximum benefit is created in each case. Our approach after RAE2008 has focused on the CCP as a conduit for a large proportion of our impact and this has subsequently informed our general approach within the School (see sections a and d). The CCP is a centre focused in topic areas where practice typically precedes theory. Engagement with practitioners thus serves to both inform research that is undertaken and disseminates results outside academia, including commissioned reports and responses to consultations. The following mechanisms support our current approach to impact development:

- **Incentives and Training:** Formally appraise the performance of all research-active staff in enterprise and engagement (including the development of substantive impact case studies) and include it as a formal factor in all promotion decisions. Enterprise and engagement within UEA promotion criteria incorporate knowledge transfer, and comprise academic enterprise and business, community and public engagement. The Centre for Staff and Educational Development provides numerous relevant courses.
- **Synergies and Links:** Work with the Director of Research and Enterprise to receive strategic advice, obtain support from sponsoring organisations for research projects and work collaboratively to create measurable benefits throughout the project lifecycle;
- **Evidence and Audit:** Systematically follow-up and audit external research stakeholders to ascertain and measure changes and benefits from the research (e.g. information collected from workshop attendees, policy documents, user organisations and other available sources); and
- **Public Dissemination and Media:** In liaison with UEA's Marketing and Communications Office for TV, radio and press coverage as well as blogs (from CCP and the Norwich Business School) and public lectures. For example, very extensive coverage of Waddams on energy prices and water bills, and of Dobson on supermarket competition, food prices, and obesity in all media.

At the University level, support, expertise, infrastructure and resources are provided to facilitate and enable impact in a number of respects. The University's commitment to developing impact is shown through the formal structures that exist throughout the University, including University and Faculty committees for Research and Enterprise, a University committee for Engagement, budgets for each Associate Dean for Enterprise and the creation of an integrated Research and Enterprise Service. Public engagement in research and dissemination has been assisted by CUE East (a HEFCE funded Beacon for Public Engagement) including an annual Community Engagement

survey, mapping of engagement activity by Faculty, links with the National Coordinating Centre for Public Engagement network and resources. A process of fostering relationships with organisations via Faculty Business Development Managers, the CUE East Project Director assists in developing formal partnerships. In terms of dissemination, the Press Office provides support for developing media exposure. In the case of commercial development and exploitation of intellectual property, the University provides an IP Fund (and further access to venture capital through the Icení Seedcorn Fund), IP Policy and Commercialisation Managers.

### c. Strategy and plans

As part of our overall research strategy, the strategy for impact development focuses on recruiting high quality researchers that have experience in enterprise and engagement, including those that have had pre-academic business careers, and concentrating impact development into cores of excellence within the School. Thus, a key part of our impact strategy is supporting research activities and centres that have key performance indicators focusing on successful external engagement and policy impacts. For example, the CCP has been extremely successful in developing industry-relevant research findings and this has underpinned successive waves of major grant funding from the ESRC (see REF5). The Norwich Business School recently appointed Professor Amelia Fletcher, the former Chief Economist of the OFT, to further develop external engagement and impact from CCP research. At the Faculty level, a new yearly impact competition will aim to develop further the significance and reach of cases of impact.

It is expected that in the future our research around the theme of Responsible Business will strengthen and its non-academic influence will expand. This builds on existing research that has successfully established practitioner and policy impacts. For example, researchers have partnered with a number of professional associations including the Chartered Institute of Personnel and Development (CIPD) and the Recruitment and Employment Confederation (REC), and undertaken projects for the Equal Opportunities Commission, Commission for Racial Equality, Disability Rights Commission, EC, BMA, DTI, Probation Services, and Department for Constitutional Affairs, subsequently resulting in policy and business implementation. Environmental sustainability research has informed the analysis of the Economic Policy Risks of Cap and Trade Markets for Carbon Emissions by the US Climate Task Force and Eurex, and informed the Department for Environment and IPCC. Research into responsible marketing has had policy implications with respect to socially and environmentally detrimental impacts of supermarket food pricing practices and recommendations for European food labelling practices. The latter ERC-funded research has created impact via many industry bodies and charities, and influenced the development of national and European food labelling policy, including via BIS, the FSA, the UK Food and Drink's Federation, World Cancer Research Fund, National Heart Forum, Children's Food Trust and EC. Strategy and business development beneficiaries include family business communities via the UK Family Business Alliance and the Scottish Family Business Association.

### d. Relationship to case studies

All three cases studies exemplify our focused efforts and support for impact, the design of practice-relevant research and the utilisation of experienced groups and individuals. The origins of the case studies go back well beyond the assessment period and are the product of established research and well-developed non-academic relationships. **Case 1** is underpinned by research undertaken within CCP on competition and regulatory policy and where practice, typically through the need for policy and government intervention, often runs ahead of theory. Engagement with practitioners both informs research, and disseminates results to a non-academic audience: it has real-world application and value while retaining academic rigour. **Case 2**, examining gender and equality in employment, followed a similar approach, with managed engagement with practitioners, commissioned reports, policy consultation and dissemination to non-academic audiences all being particularly important in building impact. In **Case 3** the focus was on designing, developing and coordinating a network of practitioners to both collaborate in the development of the research and in the demonstration of impact. Initial cases have assisted in developing awareness and dissemination that have contributed to further, wider impacts. In all three cases the Faculty and School has offered support in the form of, for example, staff appointments, administration support, strategic advice from the Director of Research and Enterprise, help in publicity from external relations office, training and financial support for dissemination activities.