

Institution: University of Salford

Unit of Assessment: C19 Business & Management Studies

A. Context: Business and Management research at the University of Salford originated in the Institution's foundation as a technical institute serving the communities of Salford and Greater Manchester and the development of a tradition of applied research in partnership with the commercial, voluntary and public sectors, and the communities they serve. Through expertise in collaborative and user-responsive research, the contribution business and management research at the University makes to supporting partners, from international corporations to SMEs, in addressing their challenges and helping them to define their priorities and then achieve their objectives, forms the core achievement of the Unit's research impact. The main non-academic user groups, beneficiaries or audiences and main types of impact specifically relevant to research within UoA C19 Business and Management Studies include:

- City-regions and regional government organisations internationally through the European Regional Development Fund (ERDF) INTERREG IVC programme INNOPOLIS project, where impact focuses on developing and sharing best practice in innovation policy in university city-regions, facilitating knowledge transfer between universities and enterprises in four diverse European university city-regions: Greater Manchester, Helsinki, Lodz and Thessaloniki.
- The construction industry, their clients and suppliers, where impact is demonstrated through the Big Ideas Project, ensuring the sustained competitiveness of the industry, identifying and understanding the challenges and opportunities for UK construction over the next 20 years.
- International rail operators, their commercial partners and the economies of the regions in which they operate, where impact is focused on defining best practice for asset managers, supporting improvements in equipment management and investment policy.
- Rail Trades Unions, their members and employer organisations, where impact is demonstrated in the revitalisation of union activity including recruitment, campaigning and policy-making.
- Sports and gaming administration agencies and regulators, the industries, athletes and fans they serve, and sports policy makers, internationally, where impact is focused on informing the development of nationally consistent approaches to and codes of conduct for deterring and dealing with match fixing; facilitating networks for information sharing between governments, sports bodies, betting operators and law enforcers to improve integrity in sport; and supporting international policy development to combat corruption in sport.
- Football governing bodies, professional football leagues, managers, fans through the EA Sports Player Performance Index where impact focuses on the development of an Index that informs squad selection, supports the refinement of team performance, is sold worldwide, is used in football gaming software and Fantasy Football, engaging fans worldwide with quantitative analysis and generating statistics-driven debate by connecting with their passion.
- Gambling regulatory authorities and policy makers including the UK Gambling Commission, the gambling industry and their customers, and people at risk of problem gambling, where impact focuses on providing economic analysis and advising on the structure of national initiatives designed to understand the prevalence of problem gambling, including the MORI Child Gambling Prevalence Survey 2009 and the Gambling Prevalence Survey 2010 that inform Government on how the 2005 act has changed the shape of gambling in UK.
- Responsible Gambling Strategy Board supporting the Department for Culture Media and Sport in developing new policy for e.g. prize limits on gaming machines.
- SMEs from those located within the communities of Salford to international SMEs and the economies and communities in which they operate, through:
 - The EU funded MNEMOS Enterprise Cultural Heritage project, where impact is demonstrated in supporting SMEs to identify and exploit the economic added value of their cultural heritage, establishing international networks and developing training packages;
 - The Employability: Learning through International Entrepreneurship (ELIE) project which captures the lived experience of immigrant entrepreneurs, synthesising key features of their success in a cross-cultural environment into learning frameworks (LFs) for Employability

- and Entrepreneurship in a cross-cultural environment suitable for flexible delivery;
- The Passport to Trade 2.0 (#P2T2) project, where impact focuses on developing multimedia training materials to support European SMEs and students seeking work and placements;
 - Developing a range of KTPs with SMEs, where impact is demonstrated through entrepreneurial development, implementing quality systems, models and techniques in a range of organisational contexts, to improve competitiveness and viability.

B. Approach to impact: Salford Business School interacts, engages or develops relationships with key users, beneficiaries or audiences to develop impact from the research as follows:

- Ensuring sustained competitiveness by identifying and understanding the challenges and opportunities for the UK construction sector through the Big Ideas Project by developing tools which support the move towards an innovation-based model of competitiveness, recognising the sector's capabilities are not rooted within individual firms, but embedded within complex networks that transcend organisational boundaries. **Evidence:** [Big Ideas Case Studies](#).
- Defining best practice for asset managers to support improvements in equipment management and investment policy in the rail industry by demonstrating tools for investment decision-making and maintenance requirements planning, and writing protocols for their use in company procedurals. **Evidence:** MTRCL company procedural documents.
- Supporting the revitalisation of rail union activity by reporting to union executives the effect of militancy upon union effectiveness. **Evidence:** personal communication with union executives.
- Informing the development of nationally consistent approaches to and codes of conduct for deterring and dealing with match fixing and improving integrity in sport by building relationships with sports governing and industry bodies, winning research commissions, generating objective research and evidence to guide the policy decisions of partners based on a comprehensive understanding of their scope and remit. **Evidence:** [Impact Case Study](#)
- Supporting gambling regulation and initiatives to address problem gambling by building relationships with gambling regulatory and industry bodies, advising their Boards and governing bodies, and also generating objective research and evidence to guide their policy decisions based on a comprehensive understanding of their scope and remit. **Evidence:** [Responsible Gambling Trust consultation](#)
- Supporting the football industry through the development of the Player Performance Index by working with clients to understand their requirements, developing an options appraisal based on meeting the requirements that the Index be public facing, objective, transparent and exploitable in a range of markets and applications. **Evidence:** [Impact Case Study](#).
- Supporting SMEs to identify and exploit the economic added value of their cultural heritage in the EU funded MNEMOS Enterprise Cultural Heritage (ECH) project by developing and integrating the ECH concept in change, brand, and IPR management training material in five languages. **Evidence:** [Impact Case Study](#).
- Exploring the lived experience of immigrant entrepreneurs in the Employability: Learning through International Entrepreneurship (ELIE) project by working with immigrant entrepreneurs across Europe to understand their business experiences in a new country and using action research methods to synthesise key features of their success in learning frameworks for employability and entrepreneurship in a cross-cultural environment. Based on one of the findings of the ELIE Project, a new project (ELIEMENTAL) works with people who experience barriers that prevent them from taking the first steps towards enterprise development. **Evidence:** [ELIE Life Stories](#)
- Developing online multimedia training materials to support European SMEs and students seeking work and placements abroad in the Passport to Trade 2.0 (#P2T2) project through research identifying the latest mobility needs of SMEs and student placements across 31 countries. Providing an extensive European business culture channel through online and face-to-face networking including social media for the 31 countries and exemplifying the impact of cultural diversity on international business success. **Evidence:** [P2T2 outcomes](#)
- Developing a range of Knowledge Transfer Partnerships with SMEs, including:
 - Cetus Solutions Ltd (Enterprise 2.0 - Customer Relationship Networking, 2009).

- Creation of online interactive tools for point-of sale materials (2009-11).
- Beta Group Ltd (back office operations review and ERP solution refinement, 2009-11).
- E-law system development and implementation (2011-13).
- Tameside Housing (bringing empty homes back into use through an innovative, sustainable empty homes engagement strategy, 2012-13).
- Valve Instruments Plus Ltd: developing CRM and eCommerce channels and delivering £200K of increased turnover and £60K of increased profit over the project duration (2006-8).

Staff within Salford Business School are supported to achieve impact from research through:

- Externally facing initiatives developed to expand partner engagement including;
 - The Centre for Digital Business where members are active researchers, educators in technology and business and are involved in business engagement with strength in their collective work through Knowledge Transfer Partnerships.
 - The Centre for Social Business which promotes research and consultancy in areas such as microfinance, community issues, social housing, sustainable design, corporate social responsibility and business ethics, including the development of three social business awards to promote ethical business in Greater Manchester to mark the visit to Salford of Nobel Laureate Professor Muhammad Yunus.
 - The Centre for Sports Business, which promotes research and consultancy in sports analytics, sport finance, sport law and the economics of sport.
- Linking communities and local entrepreneurs with local businesses and research expertise through the Innovation Bazaar offering people and organisations in NW England who have an innovative business idea the opportunity to exhibit their idea and to initiate its development with potential investors and supporters;

Salford Business School used the following institutional facilities, expertise and resources in undertaking these activities: promotion and development of impact through the [Salford Impact](#) initiative (Salford Impact Advisory Group with cross-university and external representation builds momentum and develops excellence in evidencing impact; the Impact Fund supports researchers in generating impacts and celebrating impact in the VC Research Excellence Awards); embedding impact in funding bids; ECR training in impact; sabbatical scheme with a key focus on generating impact.

C. Strategy and plans: Business and Management research at the University of Salford exemplifies the institutional approach to impact formalised in [Salford Impact](#) through applied research projects that benefit the communities in which the research is embedded and that serve the innovation imperatives of the global economy and wider information society. Growth is expected in developmental priority areas (e.g. in Sports Business, Gambling Regulation, and Sports Integrity), through engagement with key sports administration policy makers. Growth is also expected in Social Business through engagement with local communities, entrepreneurs, and SMEs; in Digital Business through engagement with NW businesses, and; in Marketing and Services Management through engagement with governments, eBusinesses, tourism agencies and through micro-finance initiatives) and through new initiatives aligned to multi-disciplinary themes including: responsibility (e.g. CSR and sustainable consumption); innovation and sustainability (e.g. SME development through training); digital business media and big-data (e.g. fourth generation retailing); and Law for the Digital Industries (IP, Media and Cyber Law).

D. Relationship to case studies: The following Case Studies exemplify and have informed the development of the School's approach to impact:

Case study 1: Enterprise Cultural Heritage through worldwide engagement with business stakeholders who not only help to set the research agenda but also use the research findings for their business development.

Case study 2: Sports Integrity through developing engagement, over an extended period of time, with a range of policy-makers with both increasing influence and geographical spread.

Case study 3: A Player Performance Index for Professional Football through its responsive approach to the development of a widely applicable and applied mechanism for football performance management and engagement.