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| Institution: Oxford Brookes University |
| Unit of Assessment: 19. Business and Management |
| <p>a. Overview</p> <p>Our research in UoA 19 has evolved since 2008 in terms of both quantity and quality of outputs. Following the University's 2009/10 strategic review and subsequent restructuring, the Faculty of Business was confirmed as one of four faculties in the University. Restructuring within the Faculty resulted in the creation of three new Departments and one School: Accounting Finance and Economics, Business and Management, Marketing and the Oxford School of Hospitality and Management. All academic staff are located within one of these Departments and together they represent the Faculty of Business in the full range of critical practice and scholarship. Staff contribute at all stages to the networks, associations, conferences, policy debates, business links and other channels that maintain the rigour and vigour of the field.</p> <p>Since restructuring we have focussed on the development of subject based research clusters building on the strengths and interests of existing faculty members. Our research includes outputs of global significance and the three selected impact cases for this return have been drawn from a larger number of promising cases that will continue to be developed for the next cycle. The University is strongly committed to research staff at all career stages in line with the RCUK Researchers concordat. There has been substantial investment in infrastructure and facilities including a major campus redevelopment and a new library. The Faculty has made significant investment in supporting members of staff in doctoral studies, studentship bursaries, postdoctoral appointments and a sabbatical scheme. In addition to the return to UoA 19 the Faculty is returning a further four members of staff to other UoAs demonstrating a commitment to interdisciplinary research.</p> |
| <p>b. Research strategy.</p> <p>In RAE 2008 the research presence and culture within the Faculty was at an early stage of development with '<i>three cross-school research groups</i>'. These were 'Accounting, Governance and Information Management', 'Economics and Strategy' and 'Human Resource Management and Organisational Behaviour'. The aim was to add two additional groups: 'Hospitality and Tourism Management' and 'Marketing' and these would form the platform for future research (RAE5a, 2008).</p> <p>Progress since 2008</p> <p>Our research strategy has been to continue the development of our research presence, effectiveness and impact. The strategy has taken a more collective approach to research concentrated around strengthening research groupings.</p> <p>a) Strengthened research groupings</p> <p>Following RAE 2008 several research clusters and one research Centre have been developed providing a focus for collective research effort and impact. The clusters have emerged from the particular research interests of faculty members working collegially across the range of disciplines encompassed within the Faculty of Business. The clusters bring distinctiveness to the Faculty of Business through excellence in defined fields of study necessary to Business and Management. Our return to UoA 19 is illustrative of the development of research capacity in each of the cluster areas. The number of staff returned to UoA19 has grown since 2008 from 18 to 23.5 in 2014 with a further 4 members of staff returned to other UoAs. We have continued our strategy of building a strong research environment, inclusive of all colleagues and each Department has a developmental plan for future research, building impact, doctoral research, grant funding, and staff development. Shown below are the Departments, clusters, and named staff, which forms the basis of our return to UoA 19.</p> <p>Accounting Finance and Economics: De Vita, Einig, Livanos, LeRoux (ECR), Lewis (retired), McDonald, Spira.</p> <p>Research in this Department is grouped around two clusters: '<i>Accountability and Governance</i>' and '<i>Applied Environmental and Development Economics</i>'. Benefiting from the support of three post-doctoral fellows, the group has been successful in securing external funding, involvement in policy advice and the work of advisory bodies e.g. The Department for Business, Innovation & Skills (BIS), and in contributing to the wider research community, including collaboration with prestigious</p> |

researchers outside the submitted unit both nationally and internationally. Duckworth-Lewis' 'Professional Edition' of their work forms one of our three impact case submissions.

Business and Management: Angwin, Grisoni, Handley, James, Koning, Manfredi.

The main cluster in this Department concerns '*Management and Organisational Dynamics*'. A strong overarching theme in this cluster is bridging theory and practice, with research aiming to provide new academic insights and to be relevant to management practitioners and other stakeholders. Three sub-groupings within this cluster have been developed comprising: 'strategy and organisational practices', 'organisational sense-making' and 'work and employment in society'. Research outputs are disseminated through a wide range of publications and an array of corporate and pedagogic interfaces. **The Centre for Diversity, Policy Research and Practice** is located in the Department of Business and Management and is led by **Manfredi** (impact case submission). The Centre takes a multidisciplinary approach linking legal and human resource management perspectives. The Centre has been successful in attracting externally funded projects (Leadership Foundation in Higher Education, HEFCE and the European Social Fund).

Marketing: Clarke, Ekinci, Smith, Whyatt,

Research interests in Marketing cluster around: '*The Future of Brands and Brand Strategy Management*' and '*Customer Relationship Management*'. Areas covered include branding (brand equity, political branding, brand mapping and place branding), service quality, customer satisfaction, customer engagement and retention strategies, branding (including political branding and brand mapping), target market strategy and digital marketing. Group members routinely publish in these areas, contribute to and edit special issues, supervise PhD students, chair conference tracks, manage the 'Services and Customer and Relationship Management' and the 'Segmentation and Target Market Strategy' Special Interest Groups for the Academy of Marketing and organize external research seminars on brand strategy and CRM where members of the cluster groups meet with marketing practitioners and other academics to present recent research outputs and collaborate on research projects. Much of this research concerns bridging theory and practice, striving to both develop new concepts and ensure relevance and applicability to marketing professionals' needs. In conjunction with colleagues in Information Systems and Computing a third cluster is emerging focussing on digital marketing.

Hospitality and Tourism Management: Altinay, Botterill, Bowen, Brookes, Cooper, Lugosi, Paraskevas, Poudell (ECR).

Based within the Faculty's Oxford School of Hospitality Management, this group has been recognised as a centre of research excellence. In an article by Park, K., Phillips, J.W., Canter, D.D., and Abbott, J. (2011)¹ this research group was ranked as "Number One in Europe" for top quality hospitality research, and top in the world for research productivity. Research is clustered in two main areas: '*Ethics and Corporate Social Responsibility*' and '*International Business Development*'. Colleagues in this group conduct research that advances academics' understanding about the management of hospitality and tourism organisations and destinations, both nationally and internationally. Such research also addresses the needs of organisations and policy makers. **Paraskevas'** work on hospitality organisations' responses to turbulent situations forms one of our impact case submissions.

b) Strengthened the quality and range of outputs

This has resulted in significant progress in terms of the range, quality and quantity of research activity over the census period. Best-selling textbooks and monographs have been written in subjects such as marketing, tourism, e-marketing, research methods, accounting and corporate governance. Over 430 research outputs (articles in refereed journals, books, book chapters and monographs) have been published, and some 512 conference papers have been presented at UK and overseas conferences. Overall, the outputs included in this return, detailed in REF 2, are of significantly higher quality compared with RAE 2008.

¹ Park, K., Phillips, J.W., Canter, D.D., and Abbott, J. (2011) 'Hospitality and tourism research rankings by author, university and country using six major journals: the first decade of the new millennium', *Journal of Hospitality and Tourism Research* 20 (10) 1-14,

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c) Developed our doctoral programmes

We have further developed our doctoral programmes including the first successful completions for the professional Doctorate in Coaching and Mentoring (DCaM). We enrolled 98 students onto our doctoral programmes between August 1st 2008 and July 31st 2013 doubling the number so students since RAE2008. Further details on research students are detailed in section c.

d) Promoted staff in recognition of research excellence.

Two internal promotions to professor and six promotions to Reader have been made in the period since 2008. Further examples of support offered to staff are given in section c.

e) Increased research income generation

There is growing expertise within research groups to bid for peer reviewed research grants. Infrastructure developments, such as the expansion of the Research Office and the Grants Panel, which reviews and advises on all grants prior to submission, will be used to improve the frequency and success rate of grant applications. We are seeking to diversify our sources of income to include consultancy and commercial activity, KTPs and teaching related contracts as well as research income.

Research in the unit has delivered much of the strategy outlined in RAE 2008, whilst also responding to internal organisational changes and external developments for REF 2014 such as the inclusion of impact cases. Staff moves and retirements have started to shift the profile of researchers to mid-career and early researchers. Ensuring the sustainability and upward trajectory of research has been central to the evolution of our strategy over the census period and into the future.

Future Research Strategy

Since 2008 we have invested in people and support infrastructure and restructured the research groupings. Several areas have been targeted for growth and will be monitored annually through the Faculty Strategic Challenge process with the Senior Management Team of the University resulting in KPIs for research. The Faculty's 2020 vision for the future is to build on its dynamic reputation with a strong upward trajectory with plans to: further develop research clusters, building impact into early stages of the research cycle, and increasing our engagement with colleagues across the university, building national and international networks; increase the number of staff returned in 2020 publishing high quality research outputs capable of making a major impact on scholarship; continue to grow doctoral student numbers with a focus on international recruitment and blended learning opportunities; and increase and diversify sources of funding for research. In the next period we aim to achieve research excellence in our research clusters, evidenced by publications, research income and contributions to the disciplines, public policy and user impact. Knowledge Transfer Partnerships (KTPs) have proved to be a valuable source for research with impact potential and infrastructure support for these is a priority. We will encourage the establishment of a few key cross-faculty research clusters which demonstrate research excellence and will continue to support those returned to other UoAs.

Our strongest research area developed since 2008 is Hospitality and Tourism Management and we anticipate further growth in recognition of the excellent reputation established by this group and will consider making a separate submission for this group in 2020. The group has a formal relationship with the Institute for Tourism Studies (IFT, Macao, China). IFT is the first tourism education institution certified by the UN World Tourism Organization's Themis TedQual (Tourism Education Quality) system. The Institute has funded a joint research project on franchising involving **Altinay** and **Brookes**, whilst the collaborating researcher from IFT is Yeung. These projects have led and are expected to continue to lead to joint publications and dissemination activities, including research seminars.

Our future strategy is focussed on developing existing staff, with a further 10-15 colleagues currently on a research trajectory for return in 2020. We hope to retain core staff and replace those due to retire with research active early and mid career researchers, drawing from our pool of PhD studentships. The strategic recruitment of staff, the provision of adequate time to undertake research, generous research studentships, postdoctoral fellowships, and the generation of additional research income will form the central means of both achieving these objectives and

developing our research agenda. In addition, the recently approved UoA sabbatical scheme will become operational, highlighting our commitment to strengthening our research culture. Given the expansion of our Doctoral Programmes since RAE 2008, over the next five years we aim to consolidate our growth to ensure the sustainability of these programmes and continue to ensure a high quality intake of doctoral students equipped with skills to undertake excellent quality research under the guidance of established researchers. Research students will be recruited where interests align to existing research expertise within subject clusters. We will continue to support fully-funded (fees plus bursary) doctoral studentships.

c. People, including:

i. Staffing strategy and staff development

We attach great importance to research that we consider is vital for our academic reputation and for the development and future career prospects of our academic staff. In line with our strategy, we offer support to all academics who demonstrate research potential. In the period, fifteen staff are being supported to take research degrees within the Faculty and eleven to take them elsewhere. Ten staff completed doctorates during the REF period: Sezer (retired), Paraskevas, Haridge-March (retired), Quinton, Farrell, Datta, Ciuk, Ngyun, Lawton-Smith, Waligo (left). Within UoA 19 we have made significant investment in supporting members of staff in doctoral studies, studentship bursaries, postdoctoral appointments and the introduction of a sabbatical scheme. This is a forward looking strategy which we anticipate will continue to strengthen our research base into the future.

We have reviewed our recruitment and selection criteria as staff leave to ensure all staff are replaced with research active academics. All staff have timetabled research support allowances representing 20%, 30%, 40% and 50% of workload, this is reviewed annually, based on three-year personal research plans discussed and agreed at performance review meetings. Since 2008, five professors and three academic staff have been granted study leave of at least one semester. In September 2012, Faculty Executive approved a Faculty Sabbatical Scheme to support those researchers with specific research projects requiring additional support. The scheme will provide up to five sabbaticals each academic year.

ECRs and those new to academia or completing a doctorate while also employed as a lecturer are awarded research allowances to ensure a positive start to their research career, in addition to being allocated a research mentor. In support of scholarship, and to ensure a minimum level of research activity across the Faculty, all remaining academic staff receive a minimum research allowance of at least 10% of their workload programme. Research time is also supplemented by selective additional funding from the University and Faculty research funds. The annual Personal Development Review process formalises on-going opportunities for all researchers to receive assistance and advice in developing their three year research plans and identify career development opportunities and needs. All those new to the University receive both a general and research specific induction.

Since RAE 2008, some researchers retired (Evans, Lewis, Seymour, Slinn and Woodall), and others were lost to a competitive labour market (Berger, Chang, Kumra, Pattichis, Saunders, and Simkin). Professorial appointments made over the current REF cycle include: **Angwin, Cooper** (Dean Pro-VC); Simkin, **Smith**, and two internal professorial promotions **Ekinici** and **Manfredi**. Internal appointments to Reader include: Bachkirova, **Bowen, Brookes, Clarke, Handley**, and **Koning**. To contribute to the vitality and sustainability of the research environment, we appointed five post-doctoral fellows in 2011-12 and one Senior Research Fellow (SRF) (**Botterill**). Five early career researchers (ECRs) were appointed in the period (Asmussen, Ciuk, **Le Roux**, Nguyen (left), and **Poudell**), two of whom were formerly Brookes doctoral studentships before being appointed as academic staff. The University is committed to the principles of equality and equal opportunities, and this is reflected in its appointment and promotion procedures. Of the ten Professors, three are female, five of the eight Readers in the Faculty are female, and 42% staff returned to REF 2014 are female. The UoA has a mentoring scheme in place via the Research Leads who support developing researchers and identify staff within two years of promotion and provide advice and guidance on applications.

In this REF period, non-returned colleagues produced 182 research publications, of which 80% are in refereed journals. Funding is available for staff development and conference attendance. To acknowledge the development of research activity the conference budget was increased by 20% in 2011-2012. Over the review period, staff have been supported by a conference spend of around £390,000 to present papers at conferences convened in the UK and overseas. The Faculty also runs an internal small grant scheme to provide pump-priming funding for research. To date a total of about £95,000 for 28 research projects has been awarded. Since 2008 we have established a major partnership with Burgundy School of Business (Dijon, France), which is sustained and co-ordinated by Associate Dean Research and Knowledge Exchange (**Grisoni**). Comprising a structured collaboration between researchers from the two institutions it includes: joint doctoral supervision; supporting collaborative projects to facilitate links between researchers in the two institutions by means of two calls per annum under the joint Brookes-Burgundy small grant scheme (14 joint small grants have been awarded up to date under this scheme, for a total value of £45,000); and an annual joint research conference, the location of which alternates between Oxford and Dijon. Faculty-wide and departmental research events are organised during the year to which all staff and doctoral students are invited. Examples include: bid-writing workshops, impact seminars, critical writing workshops (e.g. Prof M. Wallace and Prof A. Wray), seminars on methodologies (e.g. Prof J. Hair from USA) and on research ethics, writing for journal paper submissions, visits from representatives of publishing groups (e.g. Emerald), from funding bodies (e.g. The Leverhulme Trust), research writing retreats and visiting academic speakers.

ii. Research students

We have invested in our doctoral programmes and have increased the number of research students undertaking doctoral studies, both for PhD studies and the Doctorate of Coaching and Mentoring (DCaM) (first student intake in 2007). Since 2008, 15 fully-funded (fees plus bursary) doctoral studentships have been awarded. We enrolled 98 new students onto our doctoral programmes between August 1st 2008 and July 31st 2013 (31 DCaM, 4 PhD by published work, 23 part time PhD and 40 full time PhD), with 32 current DCaM and PhD students now active in our UoA.

Over the REF review period, 17 research degrees (plus 3 PhDs by Published Work and 5 DCaMs) have been awarded, compared to a total of 17 returned in the RAE 2008 submission. In addition 3 PhDs and 3 DCaMs were completed in Business but returned with staff to other UoAs - 2 PhD awards (UoA 21), 1 PhD award and 3 DCaM Awards (UoA 25).

Doctoral students are invited to research events run for academic staff and training events are also arranged through the joint Doctoral Training Programme organised in partnership with the Faculty of Humanities and Social Sciences. Additional training offered by the University via the central Graduate College includes induction and networking sessions for PGRs, alongside training on issues such as ethical approval, thesis write-up, and oral examination. The Graduate College also holds an annual Summer School focussed on research skills development. All doctoral students are invited to join workshops that provide sequenced training in Qualitative and Quantitative research methods (also open to new members of staff). Level A modules are offered for new students and ECRs, and Level B for more experienced researchers. Students close to registration on the doctoral programme are invited to attend the Research Methods Summer School at the end of their first year of study which offers an opportunity to discuss doctoral studies and proposed methodology with fellow students and staff. This is held in Turkey and is run in collaboration with Newcastle Business School (Northumbria University). We provide up to £350 per annum (studentship holders have a more generous conference budget as detailed in their studentship offer) towards the cost of attending an academic conference where a paper is presented. Similar facilities and resources are offered to DCaM and part time MPhil/PhD students. Doctoral students are encouraged to contribute to the Faculty's '20-20' seminars which run three times per semester and offer opportunities to present aspects of their research for critique and discussion with fellow students and supervisors. A programme of 'Specialist doctoral seminars' with outside speakers is also in place. Students are encouraged to attend and present at appropriate national and international conferences and funding is available to students for this. Students are invited to present research papers at the Business Faculty's Annual Research Conference, held jointly with

Burgundy School of Business, Dijon. In addition, individual students are guided by their Director of Studies about what additional training and development to undertake through the use of a Personal Development Plan which students are required to produce as part of their annual progress review, which tracks and plans their training and development.

d. Income, infrastructure and facilities.

Our active research environment is sustained by a strong research structure at University, Faculty and Departmental levels. Research is managed through the University Research and Knowledge Exchange Committee (RKEC), chaired by the Pro-Vice Chancellor (Research) which co-ordinates the strategic research aims of the University. The Faculty of Business has a Faculty RKEC chaired by the Associate Dean Research and Knowledge Exchange (**Grisoni**). This committee is responsible for approving the Faculty's research strategic plans and related operational plans within the context of the University's policies. Each of the four Departments in the Faculty has a nominated Research Lead at reader or professorial level responsible for the development of research and the overall health of their respective research community. Reporting to the RKEC are the Research Ethics and the Research Degrees Committees. The University level Research and Business Development Office (RBDO) supports researchers in submitting bids to all the major UK and international funders and undertakes a range of services from support for applications, post award management and contracts through to managing the ethics approval processes. RBDO works closely with the Directorate of Learning Resources on support for research data management and research information (including the Current Research Information System (CRIS). Learning Resources also maintains the University's repository 'RADAR' which is the multi-purpose online resource bank for Oxford Brookes, enabling the University to showcase its research outputs to the wider world.

Since the last RAE, the Faculty has significantly improved the facilities and support available to research staff and students. In 2010 the Faculty set up a Research Office to support research administration and research-related resources within the Faculty, staffed by a Research Manager, and a Research Administrator. In 2012 the Faculty also appointed a part-time Research Grant Officer to join the team. The Research Office is responsible for organising, implementing and promoting the Faculty's research and knowledge exchange strategies, ensuring procedures and policies are adhered to, maintaining records for REF and other purposes, and sitting on panels in both an advisory and decision making capacity. Significantly, the Research Office provides staff with help in obtaining both internal and external research funding including Knowledge Transfer Partnerships and monitors awards to ensure satisfactory progress. The Faculty's research income for the period January 2008 to date stands at £1,593,133. This figure compares to £590,372 returned in RAE 2008, and £165,546 in RAE 2001 and demonstrates a clear upward trajectory.

The Faculty Grant Panel, established since RAE2008, delivers mentoring and quality control for all external funding applications, with each prospective PI offered advice and feedback on their proposal by a minimum of two members of the Panel. Staff also benefit from the support provided by RBDO, which advises on bidding and networking opportunities, potential partners in collaborative research and the preparation of funding proposals, including training on pFACT costings (internal costing tool). Contract research and consultancy are underpinned by the Faculty's Commercial Services Unit, which provides back office facilities, as well as RBDO. Liaising with the University Research Ethics Committee (UREC), the Faculty Research Ethics Officer assists staff and research student research projects in gaining ethics approval. The UREC process, by which standards of research quality and integrity are maintained, is very robust. It entails the review of all research undertaken by staff and research students that involves human participants, data or material, including both approving proposed research studies prior to the commencement of data collection and monitoring the progress of approved research to ensure compliance with ethics procedures.

All staff have networked offices with online access to major databases, access to a well-stocked library and the support of IT technicians, Faculty and University conference and seminar facilities and the support of the Faculty Research Office, which in conjunction with the University's RBDO routinely gives advice on networking opportunities, potential partners in collaborative research, and assistance in the preparation of funding proposals. Full time MPhil/PhD students are allocated

dedicated desk space and other relevant facilities.

e. Collaboration and contribution to the discipline or research base

Returned staff carried out 29 PhD examining duties at other universities in the UK and overseas over the REF period. In addition, **Altinay, Brookes, Lugosi, Manfredi** and **Grisoni** have held Guest Editorial roles for journals during the REF period. **Cooper** is Co-Editor Current Issues in Tourism (2000-date), Co-Series Editor, Aspects of Tourism, Channelview Publications (2000-date), and Series Editor, Contemporary Tourism Reviews, Goodfellow Publishers (2009-date). Editorial board memberships totalled over 50 for returned staff over the REF period. Examples include: the Journal of Management Studies (**Angwin**), International Journal of Contemporary Hospitality Management (**Altinay; Ekinci; Lugosi**), Journal of Services Marketing (**Altinay**), Service Industries Journal (**Altinay**), Tourism Analysis (**Cooper, Ekinci**), Economic Issues (De Vita), Journal of Travel Research, and Journal of Retailing and Consumer Services, Journal of Hospitality Management and Marketing Tourism Analysis (**Ekinci**), Employee Relations (**James**), International Journal of Tourism Research (**Lugosi**), and the Journal of Applied Accounting Research (**Spira**). Selected examples illustrating collaboration and contribution to the research base, grouped around each research cluster, are set out below. They include: interdisciplinary research, networks, collaborations with industry, national and international collaborations and research based continuing professional development.

Accounting Finance and Economics:

De Vita has collaborations with Cushman (Westminster College, PA, USA; Emeritus Professor of Economics at the University of Saskatchewan, Canada; and Visiting Professor at Oxford Brookes), Abbott (University of Hull), and Wang (Royal Holloway, University of London). **Einig**, holds a Henry Grunfeld research fellowship with 'ifs' (a not-for-profit professional body and registered charity, incorporated by Royal Charter). **McDonald** works closely with Wiggins (Overseas Development Institute, London), Willenbockel (University of Sussex), and Zepeda (UN Development Programme, New York). He is a Research Fellow of the Global Trade Analysis Project (GTAP) 2004-2015 (Purdue University, USA) and Research Fellow CREDIT, University of Nottingham (1998-2010). He has links with the Institute of Prospective Technology Studies (Joint Research Centre, European Commission, Seville, Spain) and is regularly involved in global joint projects including: Thierfelder (US Naval Academy, Annapolis, MD., USA); Walmsley (Director GTAP, Purdue University, USA); Banse (Director of the Institute of Market Analysis and Trade Policy, von Thunen Institute, Braunschweig, Germany); Grethe (University of Hohohenheim, Stuttgart, Germany); Sonmez (University of Central Lancashire); Schutes and van Meijl (Landbou Economic Institute, den Haag, Netherlands). **Spira** is Research Relationships Adviser to the Institute of Chartered Accountants in England and Wales, ICAEW (2004-date); she was a member of the ESRC Virtual College (2006-2010) and the current Peer Review college (2010-date). She is also Visiting Professor, University of Greenwich (2012-date). In 2012 she won a Life Time Achievement Award from the British Academy of Accounting and Finance Association for her contribution to UK academic accounting during her career.

Business and Management

Angwin is a member of the CASS Business School M&A research centre (2011-13) and the Centre for Corporate Reputation, University of Oxford (2011-13). He provides policy advice to the EU on mergers and acquisitions in the European Food Industry (FOODIMA), an EU funded project 2007-2009, with Stoneman, Angwin and Kastrinaki. He is Visiting Professor Warwick Business School, University of Warwick (2011-13), Associate Said Business School, University of Oxford (2005 - 13), member Academic Advisory Council, Ecole Nationale des Ponts et Chaussées, Paris In 2011 Angwin was elected 'Friend of the Strategic Management Society Conference, USA'. **Grisoni** works closely with Page, (University of the West of England) and Collins (Faculty of Art and Design, University of Dundee) and Darmer (Copenhagen Business School). She was Visiting Professor UNITEC, New Zealand (2008) and Visiting Faculty Copenhagen Business School (2009). **Handley**, Dilnot and Millar, completed the research project "Making Career Choices: What Influences Graduates as they Consider an Accountancy Career?" for ICAEW (a professional membership organisation that supports over 138,000 chartered accountants around the world). **James** is an advisory board member for Cardiff Work Environment Research Centre (2007-date). In September 2011 James gave oral evidence to a review of health and safety regulation set up by

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Chris Grayling, Minister for Employment, to 'identify opportunities to simplify health and safety laws'. He is Visiting Professor Middlesex University (2006-date) and Deputy Editor Policy and Practice in Health and Safety (2002-date). **Manfredi** works with Vickers (Oxford Brookes University, Faculty of Law) and offers consultancy, policy advice and participation to advisory bodies. Manfredi's work on the causes of women's under-representation in senior roles in the Higher Education sector in collaboration with Doherty (Sheffield Hallam University) was named by Emerald Group Publishing as an outstanding paper award winner in their Literati Network Award for Excellence 2011.

Marketing:

Clarke works closely with Farquhar (University of Bedfordshire), with Waligo (Middlesex University) and Hawkins (Oxford School of Hospitality Management), and internally with **Bowen** (Oxford School of Hospitality Management) with whom she has been awarded a British Academy/Leverhulme Small Research Grant (August 2013) developing from groundwork with industry stakeholders in peripheral areas of Wales. **Ekinci** was appointed as Visiting Principal Fellow at the University of Wollongong, Australia (2009-2013), Track Chair of Strategic Marketing Management for the Academy of Marketing Science Conference, USA (August 2012), Services Branding for the 6th International Conferences on Services Management, Cyprus (June 2013), Track Moderator of Services Branding for the Recent Advances in Retailing and Consumer Services Conference in Croatia, Canada, Austria (July: 2008; 2009; 2012) and invited as a Speaker on service quality in call centres for the Customer Strategy Management Conference in Birmingham (Sept 2008), the Gartner CRM Summit (March 2008), on destination branding for the 14th National Tourism Conference, Turkey (Dec 2013) and on the PhD quantitative data analysis workshop for the British Academy of Management (Sept 2013). **Ekinci** completed a KTP Project with Marketpoint Ltd that entailed designing, developing and embedding operational processes for the CRM software. **Whyatt** presented 2 Webinars on 'Marketing our Cooperative Advantage' invited by the National Cooperative Business Association in the US and the Canadian Cooperative Association in Canada (Nov 2012; Oct 2013). She serves on the Association of Town Centre Managers' Advisory Group in the UK for their Thought Leadership and Research Programme.

Hospitality and Tourism Management:

Altinay is a Board member of Cyprus Turkish Chamber of Commerce, Visiting Professor at the L.N. Gumilyov Eurasian National University, Kazakhstan (2012-date), Visiting Professor Koc University, Turkey (2010-2012), and Visiting Professor University of Piemonte Orientale, Italy (2009-2010). He has been appointed as a member of the Business and Economics Panel for the Hong Kong Research Assessment Exercise 2014. He was awarded the Senate of Romanian Scientific Society of Management Awards 'Honorary Member' (2012) for contribution to strategic management and entrepreneurship in the context of hospitality and service industries. **Altinay and Brookes** were awarded Highly Commended Award Winner at the Literati Network Awards for Excellence (2012) for their paper 'Franchise partner selection: perspectives of franchisors and franchisees', in the Journal of Services Marketing. **Brookes** is President of EuroCHRIE, the largest network of hospitality academics and industry professionals for Europe, the Middle East and Africa (2012-date). **Cooper** is Senior Special Advisor Human Resources, UN World Tourism Organization; Member UN World Tourism Organization Market Panel of Experts, Member TEDQUAL Assessment Committee, UN World Tourism Organization. Cooper works with Ruhanen and Scott (University of Queensland) and Baggio (Bocconi University, Milan). He is Honorary Professor Shanghai Institute of Tourism, Honorary Professor Xinjiang Normal University; Honorary Professor Beijing International Studies University. Cooper won the UN World Tourism Organization Ulysses Prize (2009) for academic excellence in the creation and dissemination of knowledge in tourism. **Paraskevas** is Advisor for the International Hotel and Restaurant Association's (IH&RA) Global Council for Security, Safety and Crisis Management. Paraskevas leads a close collaboration with the world's largest hotel group, the InterContinental Hotels Group (IHG) in the areas of risk management and corporate social responsibility. Two specific projects form part of the Knowledge Transfer Partnership (KTP) supported by the UK Technology Strategy Board and the ESRC and both have been rated as 'outstanding' by the Technology Strategy Board.