

Institution: University of Liverpool
Unit of Assessment: 19 - Business and Management Studies
<p>a. Context</p> <p>Since its formation in 2002, the University of Liverpool Management School (ULMS) has generated significant impact with practitioner and policy domains in the UK and overseas. As an ambitious School of Business and Management studies, we are fully embedded in the community of Liverpool, Merseyside and the North-West through high quality relationships with businesses and organisations such as Liverpool City Council, Liverpool Vision (the economic development company charged with the city's physical and economic regeneration), Professional Liverpool (the organisation which promotes professional excellence in Liverpool and the City Region), NHS Foundation Trusts, Chambers of Commerce, science parks (e.g. Liverpool Science Park, Sci-Tech Daresbury), Mersey Maritime, and the Liverpool City Region Local Enterprise Partnership (whose role, in part, succeeds that of the previous regional development agency). These relationships are developed from excellent research strengths in entrepreneurship, small business management, and operations and supply chain excellence, and they facilitate the achievement of diverse and wide-ranging impact. Research into manufacturing agility and supply chain management is having a direct and positive impact on the performance and prospects of a significant portion of the North West manufacturing SMEs. Research into entrepreneurial leadership and learning is developing the owners, managers and leaders of Merseyside's small firms. Together, this research is benefitting regional economic development, industry and sector growth, managerial and employee development.</p> <p>Local and regional impact is complemented by impact on a national and international scale through a School research portfolio that is being used to benefit the political and societal realms of the UK and other nations. Research has reshaped regulatory frameworks in the water utility industry and the National Health Service, with OFWAT, the UK's water industry regulator and the National Institute for Clinical Excellence (NICE), using our research to benefit service providers (e.g. water companies, NHS hospitals and clinicians) and services users (water customers, and health service patients and commissioners). Research has also changed the direction of legislative and political change in Welsh devolution. International development has been served with benefits to world citizens through research that is developing the implementation of universal healthcare systems in South-East Asia, Africa and Central Eastern Europe, and microfinance interventions which empower women in India to play a bigger part in the local economy.</p> <p>Specific benefits and effects of our research impact include: increased awareness; improved behaviour; new and enhanced policies, processes and practices; new improved products and services; increased business efficiency, cost-savings and waste minimisation; and improved leadership skills in SMEs. The six chosen case studies are exemplars of evidence of a School making progress in its mission to use scholarly research 'to make a difference' beyond the realm of HE for the benefit of multiple communities and constituents at regional, national and global levels.</p> <p>b. Approach to impact</p> <p>The School's Research and Knowledge Exchange (RKE) Committee is responsible for research strategy and creating enabling conditions for impact within our configuration of subject groups, knowledge platforms (KPs) and research centres. Subject groups promote disciplinary excellence in a range of topics cognate with business and management studies, such as operations management, marketing, economics and finance, while KPs promote thematic cross-disciplinary research across a range of research foci of scholarly relevance and practical importance. KPs are a major overt mechanism in the School for recognising emergent, multi-disciplinary research and fostering pathways to impact, with impact being one of the key strategic indicators by which the vitality of each KP's work is assessed by the RKE committee annually. The language of 'knowledge platform' conveys a belief in a process of knowledge production and dissemination that moves beyond the criteria of higher education and scholarly publication. Substantively, the titles of the KPs are indicative of a concern with the practical challenges of, for example, entrepreneurship and small business management, operations and supply chain excellence, corporate governance, and international development. This combination of subject groups and KPs is augmented by research centres operating at the interface of scholarly research and practical application, serving to build strong links with key stakeholders in the Merseyside region. The Centre for Enterprise and</p>

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Entrepreneurial Leadership (CEEL) is part of the Northern Leadership Academy with involvement with many local SMEs through its LEAD programme. The Agility Centre, through consultancy and Knowledge Transfer Partnerships, is developing lean manufacturing practices with local businesses. The Liverpool Health Economics Centre works closely with the Liverpool Clinical Trials Unit and Liverpool Heart and Chest Hospital through evaluations of health technologies and clinical interventions. Impact is also supported by School involvement in newly developed University Research Institutes in Public Policy and Risk which will further propel our strategy for impact in the future (see Section c).

We are encouraging all of our researchers to consider impact through their research. KPs offer considerable operational autonomy to work in an open, collaborative and explorative fashion towards research with impact. KPs can and do involve researchers across all parts of the School, and University, and people outside academe at all stages of the research life-cycle from idea development to research translation and transfer. As voluntary and organic clusters, KPs take advantage of the broad range of disciplinary excellence to tackle issues that require a cross-disciplinary, synergistic approach. Examples include: the Development Research KP's work with the Andra Pradesh Grameen Vikas Bank and the Society for the Elimination of Rural Poverty which led to changes in microfinance lending policy; and the Consumption and Experiential Marketing KP's collaborative research with the British Library which led to changes in its marketing communication strategy.

Resources as well as organisational infrastructure are vital for impact. The School invests over £0.6M per year to support individual and KP research through seed-corn funding and support for community building events. The School's Director of External Relations is a senior post dedicated to developing engagement and contact outside the academic realm, while professorial staff are seconded to key public roles; for example, Professor Laura McAllister and her work with Welsh Assembly and Sport Council for Wales. University support includes a Business Gateway Service that facilitates cooperation between academia and business through support for contract work, collaborative research and consultancy, including obtaining funding for joint research, and the development of Knowledge Transfer Partnerships (KTPs), a long-standing and key part of the School's impact strategy supported by a School Business Development Officer. The involvement of the School with KTPs has been a deliberate strategic choice. Over the period 2008-13, 11 KTPs were undertaken with funding of £950,403. Ismail's KTP with Beverston (2007-09) and Drake's KTP with Cartrefi Conwy (2010-13) received "outstanding" assessments from the scheme's independent reviewers, while Ismail's KTP associate with Hi-Tech Steel Services Ltd - Merseyside won the 'Leadership of Tomorrow' award 2009 out of 800 KTPs.

The University KE voucher scheme is a source of financial support for impact providing between £5,000 and £10,000 for academics with a clear plan for developing working relationships with external partners, including businesses and public agencies. Over £100k of funding is supporting School projects with a local and international flavour including: evaluating the impact of the Liverpool Mayoral Model and Mayoral Development Corporation (Heseltine Institute for Public Policy); using computerised simulation to plan and optimise the antenatal clinic patient flow in NHS hospitals (operations management); developing a health economic consortium to support healthcare provision in the North West (health economics); developing a procurement innovation strategy for Liverpool City Region (supply chain management); and learning from the EURO crisis to explore new policy directions in the Mercosur and EU (History, Society and Institutions KP).

c. Strategy and plans

The School's mission is 'Learning to make a difference', and we aim to leverage our knowledge to deliver benefits to the economy and wider society. Our approach to impact in 2008-2013 has developed an outward-looking, inclusive School research strategy and culture that will serve our mission and the next phase of our research impact strategy which is characterised by a local and global focus, as well as further initiatives to create a culture and infrastructure to support research impact of significance and reach.

A focus on *local and regional economic development* remains central to our impact strategy. The plan is to develop KPs with research that is best suited to translation into impact opportunities with

leading businesses, organisations and agencies such as Liverpool City Council, Liverpool Vision, Professional Liverpool, Mersey Maritime, and the Liverpool City Region Local Enterprise Partnership. We see these stakeholders in the Merseyside region as natural partners for shared initiatives. Our strategy in this area is premised on direct research relationships with over 10% of the region's manufacturing SMEs. We will increase that coverage through two new projects with major funding and high potential for impact amongst the region's SMEs, covering both manufacturing and non-manufacturing companies. Using our Entrepreneurship and Small Business Management KP, and the Supply Chain Management, Lean Production and Agility KP, we will, over the next three years, help to develop entrepreneurship in the Liverpool City Region. An ERDF award, to CEEL (£700k), will develop an entrepreneurial ecosystem in Liverpool City Region by coordinating the activities of seven HE/FE institutions, Liverpool Vision, the LEP, six boroughs as well as representatives of the private sector including venture capitalists. A further EDRF award to The Agility Centre (£300k) will assist Merseyside SMEs develop growth and operational strategies related to supply chain management. A £12M extension to the School building will include a marketing laboratory designed by members of the Consumption and Experiential Marketing KP with input from local businesses. This facility will enable collaborative research and observation by School researchers and members of businesses, geared towards greater understanding of consumer behaviour.

*At national and global levels, we will continue to be outward-looking and expansive, developing international networks and cooperation that develop our capacity to co-design projects with partners outside academe and work with those partners to translate research into practice. Growing relationships with Professional Institutes is an objective, for example, our Corporate Governance KP is developing research with the Association of Chartered Certified Accountants (ACCA) and Institute of Company Secretaries (ICSA). We aim to use our University of Liverpool London campus, to be opened in 2014, to work with financial institutions and Fund Managers on developing and applying new models of risk developed with the Institute for Risk and Uncertainty. The Centre for Professions and Professional Education will provide a focus for research and impact in HE management and CPD opportunities across a wide range of professions. Internationally, operations and supply chain researchers will contribute to EU's 2020 flagship initiatives for a *Resource-Efficient Europe* and *An Industrial Policy for the Globalisation Era*. They plan to lead a response to NMP37.2014 *Business Models with New Supply Chains for Sustainable Customer-Driven Small Series Production*, working with a consortium of European Universities and ten industry partners. Also they will be a member of a consortium to respond to FoF.NMP.2014-6 *Innovative Product-Service Design Using Manufacturing Intelligence*. Internal funds will be invested to seed projects and research bids with high potential for impact, for example, the International Development KP, will extend work on microfinance to health related matters, such as maternal and neonatal health outcomes of women in India. The History, Societies and Institutions KP is funded to study the recovery process from the EURO crisis and translate findings for the Brazilian Central Bank, British Embassy to Brazil and the Mercosur financial affairs committee. The Heseltine Institute for Public Policy, established in 2103, will lead University engagement with regional, national and global policy makers by providing thought leadership in key areas of urban, social and cultural change.*

The *School culture and infrastructure* for impact will be further developed. Internal peer review of research projects will ensure that every project has objectives for impact. Impact achievement and potential is a significant part of new staff appointments, induction, staff development and annual Professional Development Reviews. Impact is a key criteria of individual performance evaluation as well as for each KP. Staff are raising their own and the School's media contribution, for example, economics experts Cook and Milas regularly have high profiles through national radio and television appearances, and therefore influence in the national news agenda. We will continue to increase communication of opportunities and success stories concerning impact by bringing practitioners closer to academic staff and the variety of School research agendas and KPs. Members of the School's Professional Advisory Group (PAG) which consists of members from banking, retailing, distribution, telecommunications, utilities/power, NHS, corporate and recruitment consultancy, PR/Marketing, legal firms, food manufacturing and North Western and Liverpool business and professional associations will be linked to KPs. The School is forming an

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International Board consisting of senior executives from financial services, consumer products, pharmaceuticals, information technology and shipping sectors in Europe, North America and Asia. All KPs will provide regular updates of research findings and opportunities in the Alumni newsletter and on the School website with particular emphasis on collaborative research with the potential to achieve impact beyond academe.

d. Relationship to case studies

Our impact case studies in REF3b are aligned with our strategy in that they are associated with the work of several KPs, for example, **Jones, Anderson** and **Antonacopoulou** (Entrepreneurship and Small Business Management); **Garikipati** (Development Studies); **Lyons, Ismail, Sharifi and Michaelidis** (Operations and Supply Chain Excellence); **McAllister** (Governance and Accountability). The full set of impact case studies chosen are:

- A. Investment Management and Regulation in the Water Industry;
- B. Developing Learning and Leading in Small Firms;
- C. Shaping Policy on Microfinance in Rural India;
- D. Shaping Devolution in Wales;
- E. Evaluating Health Technologies for Health Policy and Clinical Practice;
- F. Closing the North West's Prosperity Gap – The Delivery of a Productivity Improvement Strategy for Manufacturing SMEs in the North West of England.

The selection of case studies demonstrate the breadth of impact of our management school research on: utility service regulation (A); business in the regional economy (B, F); societal development (C); public policy and government (D); and international healthcare provision (E). All of the six chosen case studies owed their origins to insights from research carried out before the period 2008-2013. The School's approach to impact in 2008-2013 has played a significant role in supporting activities leading to impact through funding allocation, study leave, and workload allowances and in making transparent the reach and significance of the resulting impacts within the KPs. The case studies above have benefitted from this support in numbers of ways.

Garikipati (C) has received funding to visit India on several occasions in order to facilitate the implementation of the Livelihood Enhancement Plan. **McAllister** (D) was granted a 14-month secondment to the Welsh Assembly Commission to engage in real-time with beneficiaries. **Acutt's** (A) contract allowed her to work for 50% of her time on consultancy with water companies and Ofwat which kept her in touch with essential aspects of the 2014 periodic review plans. The Liverpool Health Economics research centre (E), initially part of the Medical School, was successfully integrated within the Management School, emphasising the importance of its economics focused work in national and international arenas. Cases B and F demonstrate the nurturing of group initiatives which are being supported through KPs and research centres, and which are manifestations of the School's role in contributing to regional economy enterprise and development. Case B merges three related research areas, enabled through the Entrepreneurship and Small Business Management KP, to focus on leadership, and subsequently develop a School version of a leadership, enterprise and development programme aimed at owner-managers of Greater Merseyside small firms. Similarly, the group responsible for Case F, enabled through the Operations and Supply Chain Excellence KP, have combined original research on agile manufacturing operations along with University support to develop KTPs in order to play a significant part in the development of a North West regional productivity strategy since 2008.

The case studies demonstrate that the process, from research insights to impact that has reach and significance, can take several years. This represents a very significant investment of time and energy for those individuals and groups involved, which deserves recognition, and consistent support and reward. The success of the School's impact strategy and plans will be reflected in our facilitating most of our researchers to create impact as an integral part of their personal research strategies and outputs, which, in turn, contribute to a Management School that benefits individuals, enterprises and communities.