

Institution: University of Surrey

Unit of Assessment: UOA 19 Business and Management Studies

a. Context

The Surrey Business School (SBS – the base for this submission) has cultivated involvement with a wide range of non-academic user groups, members of which have benefitted from its work. These can be classified into three broad types: i) international corporations and institutions, ii) public sector bodies (especially in health care), professional bodies and third sector organisations and iii) SMEs and start-up companies.

i) International corporations and institutions; Here the impact has been mainly economic, commercial and organisational. Examples include:

(a) research establishing new approaches to senior executive reward with PWC (Impact Case 1); (b) identification of emerging business models (for BAE Systems); (c) a KTP using business analytics to improve logistics with the Royal Mail; (d) the development of sales innovations for US corporation HTRI Inc.

In addition to these benefits, active steps are taken to engage user-groups in the School's research agendas. This includes the following. The Finance and Accounting Group's Centre for Money, Banking and Institutions has appointed Fellows and Advisors who hold key industry appointments, for example, Loretta Mester (Executive Vice President of the Federal Reserve Bank of Philadelphia) and Gikas Hardouvelis (Chief Economist of the Eurobank Group). The Entrepreneurship and Innovation Group has established a series of Innovation Days, sponsored by IBM, attracting companies such as Phillips, HSBC, NatWest, Lloyds-TSB and Barclaycard.

ii) Public sector bodies, professional bodies, and third sector organisations; Impact in this area has focused on changes to practitioners and professional services and improvements in organisational and economic performance. Examples include (a) techniques to improve clinicians' responses to hospital mortality data (Impact Case 5), (b) the use of coaching to reduce regional unemployment issues among redundant managers (Impact Case 3), (c) using research on intuitive decision-making to inform changes to police training, (d) employing insights from retail geography research to inform decisions for The Society Location Analysis, (e) collaborative studies to improve the clinical and organisational performance and practices of health sector organisations (funded by NIHR, Leverhulme, and the Health Foundation). Engagement with this group includes collaboration with Surrey County Council to promote innovative practices across local authorities in the South East, sponsorship of local business awards and hosting meetings of regional bodies such as the Institute of Directors. There are regular meetings with regional LEPs to align School research capabilities with their priorities.

iii) SMEs and start-up companies; Impact in this area is predominantly economic, commercial and organisational. This has included (a) research to drive supply-chain management improvement in fast-growth companies (Impact Case 2), (b) two projects commissioned by top City accountants Kingston Smith to uncover the growth-drivers of UK SMEs, (c) the application of cluster/network research to improve company performance in delivering value to the NHS (Impact Case 4), and (d) development of new business models for Swiss satellite company RUAG. Engagement with this group is driven by deepening links with Surrey's highly successful Research Park, its incubator units and the Surrey 100 Business Angel Club (outlined below).

The indicative examples above cut across all the subject areas and research centres of the School (see Environment statement for details). Some are delivered from within groups, others involve cross-disciplinary collaborations. The School encourages and supports this collaborative endeavour as one of its strategic objectives.

b. Approach to impact

The approach to impact (2008-13) has been characterised by a culture of building relationships with industry, professional bodies, end-users and other potential stakeholders. Such engagement has been approached in two related ways: (a) supporting research that explicitly addresses client/users' needs and (b) by building an active user-engagement platform.

The first approach is pre-emptive: ensuring that impact is built in to research projects at the design stage. The second provides the mechanism to capture users' needs and translate these directly into research projects or to inform longer-term strategic objectives.

1. Addressing client/users' needs

Staff in the unit are strongly encouraged to undertake applied research and have been increasingly successful in this domain. Illustrative examples can be found in the Impact Cases listed below, but have also extended to research on intuition and decision-making in collaboration with the national Police College (People and Organisations Group), research into emerging sector business models with BAE System's Strategic Development Unit (cross-group project), National Institute of Health Services Research project on middle management roles in the NHS and a recent award from the Health Foundation to improve patient participation in health care safety practices (Health Care Management and Policy Group).

Consultancy. The University and School support staff engaging in consultancy, viewing this as a support to research activity, even if not classified as research itself. It ensures that staff are in touch with issues of concern to users, builds relationships that can lead to research and raises visibility within the user community, thereby promoting interest in research opportunities. Examples of this work include projects on the application of naturalistic decision-making to safety-critical occupations (People and Organisations Group), research-informed advice on artisanal mining to the World Bank and the Royal Institute for International Relations (International Business and Sustainable Systems) and advice on mergers, acquisitions and valuations to major companies (Finance and Accounting Group).

Staff with *industry experience*. The School has been willing to appoint staff with exceptional industry experience to research roles, especially where they have research credentials in fields beyond business and management. This helps to secure industry-funded or co-funded research, promotes cross-disciplinary collaboration and contributes to a strong business engagement agenda. The staff recruited in this way have proved extremely effective in connecting the School to research projects and groups that would otherwise have been difficult for business researchers to access (for example, the Innovation Gateway linked to 5G mobile technologies, EPSRC NEMODE(digital economy awards). In the field of health care management, the recruitment of qualified and active medical practitioners has contributed to significant funding streams in this area.

2. Active user-engagement platform

The School has fostered an increasingly wide-ranging business engagement strategy. This includes Innovation Days (pioneered by the Entrepreneurship and Innovation Group) where an invited audience of potential users (corporate and entrepreneur) spend a day divided between Surrey Business School research presentations and problem-generating/solution-seeking activities. Five such days sponsored by IBM have been run in 2012-3. All have been well attended and a number of joint programmes are being formulated (such as a collaboration with Lloyds-TSB on the changing nature of branch banking).

The School also engages businesses through its collaborative links with major Government and RCUK-funded research institutes that are co-funded by industry. The two most notable cases are the £50m 5G Innovation Centre based at Surrey where Catalyst funding of £3m (plus industry co-funding) is establishing an Innovation Gateway to promote agile innovation (£500k of this going to

Impact template (REF3a)

the School) and the Harwell Space Catapult, co-sponsoring a pioneering space industry MBA for space scientists with a view to further research collaborations around commercialisation and business growth.

All our groups hold regular events to showcase research to audiences of potential users and stakeholders alongside briefing sessions and outreach programmes. For example, the Health Care Management and Policy group run regular summer schools for practitioners in the developing field of clinical informatics. Entrepreneurship researchers have launched two reports on SME growth to national press and politicians at the Google building in London.

To support these approaches, an Associate Dean (Entrepreneurship and Innovation) was appointed in 2013, tasked with promoting research to external stakeholders and establishing collaborative relationships. This role is supported by an External Relations Manager. This has enabled more high profile engagement in national and international policy debates (e.g., on government digital platforms), sponsorship of local business awards, business breakfasts, and evening workshops and presentations.

University Support; the School is further supported in its approach to impact by the University's Research and Enterprise Support team which provides KTP expertise, support for consultancy, project management for the key partnerships and commercial, legal and IP expertise.

c. Strategy and plans

The Impact Strategy reflects Surrey's long-standing tradition of close relationships with industry, encapsulated in the notion of 'Putting Knowledge to Work'. The formation of the new Surrey Business School has consolidated this commitment into an explicit strategy focused around the Business Insights Lab project (see Environment statement). This is reflected in the following achievements, goals and plans.

Firstly, to provide an infrastructure of collaborative working spaces, electronic resources and digital platforms. This is to allow academics, industry practitioners and policy-makers to interact with the aim of identifying consequential economic, social and organisational issues arising from developments and innovations in science and technology that are amenable to research-led interventions. Space has been secured in a building adjacent to the Business School. The intellectual underpinning of this project has already been established through the Innovation Days outlined above and a material foundation established through the £500k share in the £3m Innovation Gateway Catalyst project. Projects already initiated include a business analytics KTP with the Royal Mail (secured) and a Government Digital Platform bid to the ESRC (with Judge Business School, Cambridge). Within the arena of Health Care Management and Policy there is a strategic commitment to deliver research that is evidence-based, outcome-focused and rational, both economically and socially; reflective of current/future needs, rather than historic patterns and better informed than at present; addresses major health conditions and gains better outcomes and offers a better understanding of how to tackle the constraints to innovation in healthcare.

Secondly, to work with regional and local bodies to involve and support entrepreneurs and smaller enterprises aspiring to innovative growth. The School recognises that not all innovation will be driven by large corporations. Surrey has one of the most successful university Research Parks in the UK (with over 110 companies). It also houses a range of incubation units that have established an enviable track record of success since 2002, with over 65 start-up and early stage businesses involved with the business support programme and 90% of supported companies still trading after 3 years. Surrey Incubation is working increasingly closely with Surrey Business School to provide business expertise for new ventures and supporting a new Surrey Enterprise Incubator for student entrepreneurs. The School also provides support to new incubator businesses through student placements and mentored assignments. Close involvement with such businesses will shape alertness to research problems and establish a problem-driven agenda.

Impact template (REF3a)

Thirdly, the University also runs the Surrey 100 Business Angel Club which has raised over £20m for 60 very early stage companies to date. The School is now working closely with the Club, and hosting its meetings, in order to build the financial infrastructure that allows its work with new companies and SMEs, on agile innovation and innovation commercialisation, to have a rapid road to investment opportunities. The collaborative partnership between the School's academic and professional expertise, the Research Park's facilities and the 100 Club's financial power is creating opportunities for regional economic growth. Business and management research will help to drive these opportunities and benefit from the stimulus they provide for innovative projects.

Taken together, these strategic goals indicate the School's commitment, through collaboration with the wider University and other research institutions, to respond to the challenges of the Witty Review. Already discussions have been initiated with regional LEPs – Enterprise M3 and Surrey Connects, and Surrey County Council to gain support for these initiatives and to extend access to them across the South East region.

d. Relationship to case studies

The five case studies exemplify the approaches to realising impact in section (b) above. The new strategy will produce even more focused and ambitious results. Nevertheless, our Impact Cases demonstrate the robust foundation upon which we are building and the promise for the future.

Case Study 1. Cluster Mapping; improving business intelligence in Health Care.

This case also represents a long standing research programme in business network analysis. Given the potential impact of this work, linked to growing expertise in business analytics, there has been investment in new staff with research expertise in this field, to fully exploit its potential as a vehicle for innovative business growth.

Case Study 2. Transforming the conduct of senior executive reward.

This case emerged from the DBA practitioner doctorate programme. This international programme has equipped senior practitioners with the research skills to conduct high quality applied work, under the close supervision of Surrey academics – in this case, making significant changes to practice in a major corporation and securing publication in one of the world-leading academic journals – Journal of Management.

Case Study 3. Setting new standards of professional management coaching.

Surrey has a long-standing research interest in coaching and leadership and the case arises from this. It captures the esteem in which our work is held by professional associations and its relevance to funding bodies such as the EU and local development agencies whose interest is principally in outcomes that have impact for individuals and regional economies. This work sits within a group that also undertakes research for professional organisations such as Chartered Institute of Personnel and Development and NHS.

Case Study 4. Innovative supply chain solutions; improving operational performance of fast growth companies

This case also demonstrates an established research theme and a commitment to growth through innovation. As with business network research, this area will contribute to wider research in business analytics and agile innovation to consolidate the portfolio of evidence-based tools to impact economic growth.

Case Study 5. Improving hospital performance through enhanced Health Intelligence.

The established work of the Health Care Management and Policy group on health economics is epitomised in this case. It also illustrates the growing importance of mediating this work through the interface with management information systems. In this respect it provides a clear indictment of the strategic decision to grow this strand of research into the field of clinical informatics.