

<p><b>Institution:</b> London Metropolitan University</p>
<p><b>Unit of Assessment:</b> 19 - Business and Management Studies</p>
<p><b>a. Context</b></p> <p>Since 2008 the Business School has routinely sought to facilitate the achievement of impact from its research. This has been manifest in the School's research orientation, its activities, organisation, strategies and plans as outlined in later sections. The School's research centres have undertaken mainly applied research projects, frequently in collaboration with practitioners and research users and have benefited from the development by the School of numerous industry and public sector links. Research and policy analysis projects have been completed with numerous partners from local and national government, public sector bodies and large and small commercial enterprises (see section 2 for details). The School has operated and continues to operate a 'Business Relations Office' tasked with nurturing links with industry and the public sector; employs a Vice-Dean with the title of commercial director; and has a 'Business Development Leader' who initiates and supports enterprise projects and technology transfer and liaises with the School's non-academic clients. At the University level, there exists a 'Business Development Services' Department which has a long and successful history of working with corporate users of the University's research plus an 'Enterprise and Innovation' Department that has assisted in the deployment of the University's resources to help companies enhance their creativity and innovation. Examples of clients have included EMI Records, Times Online, the Thames Gateway London Partnership, Comic Relief, London First, and Capital Enterprise. Impact, in terms of affecting, changing and benefiting the economy, society, public policy or quality of life has been further secured <i>via</i> the provision of (i) research related services (including consultancy) to small and medium sized enterprises by Faculty members and, (ii) platforms (through the Enterprise and Innovation Department) that enable academic Faculty to work on business and public sector projects.</p> <p>Looking to the future, an important development concerning the School's impact agenda is the formation of a 'Consultative Forum' comprising leading figures from the City of London and surrounding areas (typically directors of major companies, senior public servants or heads of prominent management consultancies), some of whom are visiting professors at the University. The creation of the Forum will help bridge the 'academic-practitioner divide' and will suggest sources of commercial funding for projects. A key role of the Consultative Forum is to advise the Business School of 'hot topics' that the Forum's members believe need be researched in order to benefit their companies. This furnishes a direct conduit between the School's researchers and several critical user groups and engages researchers intimately with the subject themes and topics where their work will have the most substantial practical impact. Also the Forum, in its own right, will act as a champion for impact. Another key initiative is the establishment within the School of an 'Institute for Advanced Studies in Business and Management' that has heavy industry and practitioner links and facilitates continuous dialogue with research end-users. The School has a formal consultancy policy that rewards researchers' interactions with the commercial sector and encourages activities that impact on businesses. Specifically, consultancy converts research into practice, ensures the relevance of Faculty members' existing expertise, solves business problems, and helps build the School's long term relationships with companies.</p>
<p><b>b. Approach to impact</b></p> <p>Within the School, infrastructure and mechanisms for achieving impact have operated mainly through enterprise and business development Departments and activities that have supported end-user collaborations. Examples of the relationships with key end-users created by these activities include relationships with (i) the Cabinet Office, Transport for London, the Department for Environment, Food and Rural Affairs, the Department of Health, and a number of local authorities (e.g., Hertfordshire County Council, the London Borough of Tower Hamlets), all of which have been beneficiaries of the Business School's research into transport policy and social exclusion and, (ii) the London Development Agency, Lewisham Council and the City Fringe Partnership, which have been beneficiaries of the School's research into new business start-ups in the 'Silicon Roundabout' in East London. Other examples of research leading to impact are the School's research into the clustering of firms in the creative industries, outputs from which were put to use by the London Development Agency and the United Nations Educational, Scientific and Cultural Organisation (<i>via</i> its Creative Cities Network), and</p>

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the construction by research staff of a 'Cultural Mapping Toolkit' that has been used by HM Treasury, the Department of Culture, Media and Sport, Edaw PLC (master planners of the London 2012 Olympics) and the London Boroughs of Greenwich and Havering. The cultural mapping toolkit has enabled government agencies to identify mismatches between employment growth (and decline) among prioritised creative sectors and access to creative jobs by local people.

Following an extensive reorganisation of the Business School in 2013 the School's strategy is to focus heavily on mainstream business topics (as opposed to work involving, for example, sociology, international relations or politics). Thus the intended impact of the School's research activities will be felt primarily in the corporate and public sector management spheres. Faculty within the Business School are supported to achieve impact through consultancy allowances and training (e.g., enterprise workshops organised by the School's Business Relations Office), through secondments and involvement with Knowledge Transfer Partnerships, and through the creation of direct interfaces with research end-users in companies, non-profit organisations and government bodies. Crucial to the School's support mechanisms has been the appointment in 2009 of a London Metropolitan Business School 'Entrepreneur in Residence' who facilitates researcher interaction with the business community and generally acts as a champion for impact. This is achieved by bringing the University's expertise to bear on the launch of new entrepreneurial ventures, assisting in the evaluation of the impact of research projects, and providing functional expertise. The current Entrepreneur in Residence (Victoria Lennox) leads the UK Entrepreneurial Movement for Young Entrepreneurs and is the founder of the National Consortium of Young Entrepreneurs; a body that supports 80 universities and 65 enterprise societies across the UK. Additionally the Business School has an active Visiting Professor Programme that further supports and encourages research activities that impact positively on user communities. Visiting professors link the Business School to the outside commercial world and sometimes engage in collaborative research with Business School staff.

At the institutional level, impact is facilitated by the University's Research Office, which has links with non-academic research user groups and beneficiaries, offers advice and assistance for securing impact, disseminates information, and provides a variety of on-line and off-line training resources relevant to achieving impact.

### c. Strategy and plans

The Business School's strategy is to focus its research activities heavily on mainstream business topics and issues that are directly relevant to the corporate sector (especially within the City of London) or to business related public sector organisations. *Ipsa facto* this will forge solid and protracted connections between the School's research and user groups and beneficiaries. The School's existing enterprise policies and strategies will be strengthened and impact should improve as a result. Strengthening will occur *via* the activities of the Consultative Forum (see above) and the School's policy of mainly supporting research into 'mainstream' business and management topics. There is within the School an 'Enterprise Society', the activities of which are to be extended in order to promulgate impact. A major innovation planned for the coming year is the initiation of an 'Enterprise Development Programme' that will run alongside the University's current Researcher Development Programme. This will involve a series of workshops, training sessions and (critically) formal interactions with user groups and potential beneficiaries. The School's Consultative Forum and the Entrepreneur in Residence will play key roles in this initiative.

### d. Relationship to case studies

The two case studies attached to the current submission are the result of the work of the University's Cities Institute, which has an international reputation for research concerning the management of public and private sector urban development projects. Each of the case studies offered exemplify the Institute's production of robust, academically rigorous yet applied and evidence-based outputs that support both public policy and management practice. They are examples of numerous projects completed by the Institute over the last decade that led to significant public policy impact as well as high level publications. Impact has been felt on management practices and activities in local and national government agencies and in the private sector bodies affiliated to them, as the case studies presented demonstrate. Both studies reflect the Business School's emphasis on mainstream management topics and involve private businesses, local and national government authorities and departments plus public

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sector organisations.

Case 1 ('Aunt-Sue') involves research into the accessibility needs of users of transport in urban environments. The study lies within the domain of 'public sector management', but with many applications and implications for private transport providers. Outputs to the research include the creation and dissemination of practical tool kits and recommendations that have had major impacts on government policy and on local authority and private sector transport planning, including the planning activities of the Cabinet Office and the Department of Transport's Mobility Unit. Case 2 reports the results of a major study testing Michael Porter's model of the formation of business clusters. The research examined relevant issues in the context of clusters of 'creative industries' businesses, exploring the effectiveness of public policy intervention in the establishment of clusters of enterprises in the creative field in order to stimulate 'culture-led regeneration'. Clusters of 'creative industry' organisations were analysed in London, Toronto in Canada, Copenhagen (Denmark) and Seoul (South Korea). Impact resulting from this work includes policy changes implemented by local and regional city authorities and influences on the planning decisions of public and private sector agencies.