

Institution: University of Manchester

Unit of Assessment: 19 (Business and Management)

a. Context

Manchester Business School (MBS) is committed to achieving impact across the full range of its activities. It is the largest campus-based business school in the UK and is also one of the most diversified, combining teaching, research and engagement on a wide range of topics and activities. The main types of impact we generate are on:

- strategy and practice of firms and other organisations;
- informing and shaping public policy, including regulation and law;
- influencing fairness in the workplace;
- developing standards with professional bodies;
- enhancing health and welfare; and
- engaging in public debate (including from critical perspectives).

MBS engages with a wide variety of users, audiences and beneficiaries, including:

- **Businesses** - and directors and practising managers within businesses - ranging from start-ups (e.g. ZenGuard) through small enterprises (e.g. 3Monkeys Communication, HMG Paints) to giant corporations (e.g., BP and Tesco);
- **Public sector organisations** - and directors and practising managers in these - including the NHS and other healthcare providers, the police service, and local authorities;
- **Professional bodies and associations** of practitioners, such as the Association of Chartered and Certified Accountants, the Chartered Institute of Management Accountants, the Institute of Chartered Accountants and the Association for Consultancy and Engineering;
- **National, supra-national and local government**, and policy-makers therein. This includes the UK government (e.g., the Departments of Business Innovation and Skills, the Department of Health and the Department for Communities and Local Government; The European Commission, and especially DG Enterprise and DG Research and Innovation; local government in Manchester (Manchester City Council) and elsewhere, and the former North West Development Agency (NWDA);
- **Non-Governmental Organisations**, such as NESTA (the National Endowment for Science, Technology and the Arts) and International Organisations including the United Nation's International Labour Organisation (ILO), the Organisation for Economic Cooperation and Development (OECD), and the Financial Reporting Council.
- **The general public** through events in MBS (e.g., ESRC's Festival of Social Science and our *Vital Topics* series of guest lectures), and in the media (i.e., television, radio, and newspapers).

b. Approach to impact

MBS's commitment to impact is enshrined in our strapline: "Original Thinking Applied". It is also grounded in the philosophy that meaningful influence beyond academia is underpinned by excellence in research and engaged scholarship. Some of our research follows the conventional 'curiosity driven, discovery push' model, where research is first undertaken and later disseminated to users, but other research is undertaken for, or indeed with users as co-producers of the research. Some is conducted by large groups or teams, whilst other research and related impact is largely driven by individuals. To best use this diversity, we have developed a flexible and supportive approach to research activities and to achieving impact through our research.

Support mechanisms to initiate, sustain and amplify impact

Relations with users are central to the School's culture. They are managed at multiple levels:

Several of MBS's key relationships are designated as **University Strategic Partnerships** (eg

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Tesco, BP, NHS). In these, a University Vice-President acts as lead matched by a senior user representative and governed by a framework agreement. MBS is represented on the management committees of these partnerships.

Long term relations with multiple policy users are provided by cross-disciplinary institutes and centres led by an executive director. They provide a natural channel for user sponsorship and maintaining these relationships. For example, the *Manchester Institute of Innovation Research* (MIOIR), a University Institute located in MBS, engages over 50 researchers in a programme of research on science management, policy and innovation issues which is about 75% funded by policy users (e.g. BIS, NESTA, European Commission, OECD) who apply the findings in areas such as in setting priorities, restructuring research systems and organisation, and developing new policy instruments. All of these have sponsored multiple projects, in most cases over a period of decades, indicating mutual trust in the relationship. Users are represented on its Advisory Board (e.g., CEO Technology Strategy Board, Chair European Industrial Research Management Association). In turn relationship management includes frequent high level meetings with senior staff outside the framework of projects and involvement in users' formal and informal advisory groups. The resulting impact is research outputs being highly cited in government documents around the world in support of new policy instruments and initiatives.

Another notable example led from MBS is the cross-Faculty *European Work and Employment Research Centre* which since 1994 has built relationships with users such as the International Labour Organisation, the European Foundation for the Improvement of Living and Working Conditions, the World Bank and the Department of Health.

This approach extends across 11 research centres and institutes in MBS and via participation in six hosted in other parts of the University. New centres are founded where there is a need, for example in 2010 MBS established the *Centre for Infrastructure Development* to address issues concerning roads, railways, power plant and telecoms. *SSMEnetUK*, a national network, was founded with MBS leadership, in the period in cooperation with EPSRC, British Telecom, Hewlett Packard and IBM to develop Service Science in the UK.

Relationships with **single sponsor/users** may also be managed through centres and institutes. For example, the *Sustainable Consumption Institute* is supported by £25 million funding from Tesco PLC to carry out work on sustainability of relevance to consumption. This is an interdisciplinary cross-university initiative in which MBS has a leading role. As an example of co-production of knowledge, Tesco staff participated closely in flagship projects on issues such as green innovation in the supply chain and the company has made available parts of its Clubcard database.

Other key relationships may not be formalised but are nonetheless are nurtured by individuals and groups over a long period. For example our work on the harmonisation of international accounting standards has been based on building trust-based relationships with the accounting standards bodies.

Funding that facilitates impact is targeted. £14.9m (73%) of our £20.3m of our research funding in the REF period has been won from impact related sponsors, including grants from government departments, the European Commission, NESTA and other policy making or policy oriented bodies. Use is made of knowledge transfer funding, for example our research on reorganising health care service provision originated in a Knowledge Transfer Partnership between the University and health care providers. Eleven KTP projects have been active in the REF period, one of which won a "Business Leaders of Tomorrow" award from the Technology Strategy Board. The Research Support Office also assists in securing CASE and other sponsored studentships ((e.g., with AstraZeneca, British Telecom, UNISON, and the Health Foundation), of which we have had 6 during the REF period. In addition most of the 154 students on our DBA programme are sponsored by their companies (see below).

Consulting and advisory work provides an important channel for impact and is hailed as a flagship initiative by the School. Our vehicle, MBS Consulting, has an Engagement Principal in each of the School's major academic areas, and has undertaken 26 significant consultancy engagements since 2008, earning a total of £1.2m. Aside from the income, MBS Consulting also provides opportunities for staff to apply and develop consulting and business engagement skills.

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For example, our cognitive psychologists worked with a global developer of medical devices to advise how users interact with technology.

Meanwhile, our staff have held over 170 advisory positions with various governments and professional bodies. This includes McCourt's two year leave of absence from Manchester to work as a specialist at the World Bank, and Nugroho secondment to The Office of Indonesian President's Delivery Unit.

Infrastructure for research dissemination and engagement is achieved primarily through support for media and interactive events. The media constitute an important pathway to impact. Media engagement is led by our dedicated, three strong Communications Team. Staff are given media-training and the team develops journalist contacts, issuing targeted stories about research findings. This is supplemented by placing commentary from our faculty about news issues, serving to reinforce their research-based expertise. Since 2009 (when record taking began), MBS staff have made over 2,500 appearances in national print and broadcast media outlets, and nearly 2,000 in regional media (4,475 in total). Moreover, the number of our appearances is increasing year-on-year, and they are increasingly oriented to national outlets (74% in 2013). All PR and media relations activity undergoes quarterly planning, measurement and evaluation to ensure effective results and return on investment. Coverage for 2013 (to date) has generated an editorial value of £11.8m. We have developed a close relationship with the BBC, particularly its Business Unit at MediaCity: MBS staff made over 150 appearances on the BBC in 2013 alone, including contributions to Radio 4's Today programme and BBC Television's Breakfast News. Other key outlets include The Guardian, Times, Telegraph, Financial Times, specialist industry journals and trade titles. All content created for media relations is also, where appropriate, disseminated via YouTube, Twitter and Facebook. Staff receive explicit recognition for media presence across all of MBS' external and internal communication channels, such as the website, intranet and printed newsletters.

MBS maintains a London office to facilitate deeper engagement between its academic staff and decision makers based in UK central government and leading firms.

Infrastructure also includes **research-based training and executive education for managers and policymakers**. This includes our part-time DBA programme (currently 154 students), which is aimed at executives with at least 6 years full-time management experience; around 40% of DBA students are CEOs, Presidents or Directors of the companies they work for. The programme, which involves compulsory courses on research methods, focuses on practical problems that organisations face, providing students with the opportunity to study these in depth and then apply that research-based knowledge directly into organisations. It encourages impactful research by students, and engages students' supervisors in pressing organisational problems. We also run other substantial executive education activities, for example our programmes for NHS managers and BP Managing Projects Programme (BP-MPP). These are a channel for research-based knowledge to be transferred to managers and policy makers. A total of 8,480 delegates have attended these courses since 2008, including 2609 on NHS courses, and 390 on the BP-MPP.

We also **support an industry club and host industry-related events**. To facilitate engagement leading to impact, MBS hosts the Customer Management Leadership Group (CMLG), an industry club run by our marketing faculty (Murphy, Burton). Each year, this directly engages research active staff with eight non-competing companies to explore issues such as customer experience management and social media management. Current members include the Bank of America, O₂, Shell, and Scottish Water. Examples of events include our 'Vital Topics' series which invites highly distinguished business leaders (e.g. Sir Terry Leahy, Stephen Hester) to engage in discussion with researchers and to provide valuable insight into key business issues. The majority of our research groups run workshops with attendees from business, government and the third sector – e.g., our work on procurement was disseminated at a workshop in Whitehall with the Science Minister, senior managers from four ministries and several government suppliers.

Incentives and recognition for staff to engage in impact activities

UoM promotion criteria recognise Knowledge Transfer as an explicit criterion alongside research and teaching excellence and service and leadership. This is considered in all cases and some staff have been promoted primarily on the basis of their impact rather than their body of scholarly

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publications (e.g. Chambers and Bamford were promoted to Chairs with cases of this type). Academic staff report on their impact through the University's annual Research Performance Exercise. Impact and engagement are included as a separate heading (alongside teaching, research and service) in the annual Career Development Reviews which all academic and research staff undertake with their line managers. The MBS impact data are assessed as part of the University's Annual Performance Review. This sits in a formal Planning and Accountability Cycle in which the senior leadership assess activities against objectives and indicators. All staff receive a 'research and engagement allowance' of £1,500 per annum, which can be used for a variety of research and engagement-related activities. Should individuals require additional resources, they are invited to make a case to the Research Committee. The UoM New Academic's Programme provides training in achieving impact from research for new recruits.

c. Strategy and plans

Impact which yields economic, social and cultural benefits is a key part of the University's 2020 *Strategic Vision*. MBS's strategy and plans for engagement and impact are wholly aligned with, and supportive of, these goals. The School's own vision states that, "Our mission is to give everyone the opportunity to transform their lives and, in doing so, help them transform the organisations they work for and the wider communities in which they live." Our impact strategy covers the dimensions of recruitment, governance, resources, incentives and communication.

At the highest level our impact strategy is be integral to the development of the School through **core investments in new positions and infrastructure**. **The University is investing substantially in MBS** with 8 new Chairs and 20 Senior Lectures and Lectureships. Our aim is to combine impact with research and teaching excellence. For example we have established a new sponsored chair in Entrepreneurship where the job description includes a commitment to engage with SMEs and drive innovation. We will engage with other parts of the University and collaborating institutions to provide interdisciplinary combinations that offer high value to users. For example we have begun close collaborations with the University's leading research teams in graphene and synthetic biology to add expertise on responsible innovation and business models to their extensive engagement with business.

To support and implement this strategy we have reformed our high level governance for infrastructure. This includes strengthening our advisory board, which now has 14 members, including the entrepreneurs Eddie Davies (AB Chair), Brian Kennedy and Antony Preston, John Whittaker, Chairman of the Peel Group, Dr Brenda Smith, Chair of 3sixtymedia, and Sir Howard Bernstein, Chief Executive of Manchester City Council.

We have also recently established a high-level Engagement Committee under the leadership of a senior academic working with the Chief External Officer. Members include both of MBS's Deputy Directors, its Chief External Officer, its Head of Executive Education and its four Associate Directors of Research and Engagement, who each represent one of our constituent Divisions. This Committee has been strengthening MBS's engagement and impact strategy, including encouraging and approving the establishment of new engagement centres (similar to the Centre for Infrastructure Development), overseeing existing engagement activities, and ensuring adequate resources and mechanisms are available to enable and record impacts. Specific actions to be overseen include: a) **Expanding resources for impact development**. As well as ensuring that new academic appointees are engaged with impact we will also appoint new support staff in this area. The Faculty of Humanities has appointed three Impact Officers who will also serve MBS to ensure that impact pathways are identified and supported. We will additionally benefit from the University's £500K pa ESRC award and £100k NERC award of Impact Acceleration Accounts (IAA) to support knowledge exchange and impact activities. b) **Providing incentives to encourage impact**. We will increase incentives for academics to engage in impactful research. This includes the recent introduction of an MBS "Dean's Prize" for Engagement and Impact, which places these contributions on a par with outstanding contributions to teaching and research, for which other prizes are awarded. c) **Improving online presence to highlight our impact and drive effective engagement**. We will build on MBS's founding role in the pan-UoM Policy@Manchester Network and its widely accessed blogs and events. We will invest substantial resources in an improved electronic presence including an enhanced use of social media, and increase our use of video and audio podcasts. Case studies of how MBS research has impacted

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on business and society will be a prominent feature of our website. We will also use the impact 'extranet' of the UoM Directorate of Research and Business Engagement.

Key targets include: a) Establishing two new major partnerships per year with users which include research collaboration; b) Contributing with equivalent growth to the University KPI of trebling research income from business by 2020; c) doubling the level of media coverage relating to business research by 2020; d) double the number of promotion cases with research impact as the key driver.

To ensure close monitoring of progress to goals and implementation of the above measures we will **enhance our mechanisms for recording and assessing the impact of our research**. As part of recent sector-wide developments from major sponsors the School has recently embedded systems and mechanisms for collecting and assessing the impact of our research beyond academia and in future will extend and analyse these data. Regular reports will be prepared by the impact support team for the Engagement Committee and School Leadership team.

d. Relationship to case studies

The impact cases submitted by MBS reflect some of the variety in our approaches to research and impact, both in how it is organised, who or what is affected, and how research-impact is achieved.

The work of our research institutes and centres feature prominently amongst our cases. The **Demand Led Innovation Case** (MloIR) exemplifies how a large team of researchers at led the development of theoretical and empirical underpinnings for demand-side innovation policies. The **European Employment Policy Case** (EWERC) demonstrates how our acknowledged experts have influenced key policy areas such as gender pay equity and minimum wages. Both cases involve key staff building and sustaining relationships with policy making bodies over long periods of time; these relationships have been facilitated by MBS's hosting of long-lived research institutes and centres. Other cases that have drawn on the resources of our institutes and centres include the **KIBS Case** (MloIR) the **'Local Economic Renewal'** case (Centre for Research on Socio-Cultural Change: CRESC) and the **Software Exports Case** (Centre for Development Informatics).

The **Water Case** exemplifies the impact that a junior member of the School has had on UK and European policy and practice in the water industry. The **harmonisation of international accounting standards** case is also based on the work of a PhD student and his supervisors. Meanwhile, the **Security and Defence Innovation Case** highlights how one of our staff has, with the full support of the school, worked closely with a leading UK based multinational, and contributed to their making to a radical shift in their approach to innovation management. The **Wildfires Case** demonstrates how our staff form and participate in multi-disciplinary teams to tackle novel challenges. We have included the **Financial Analysis of PPP Case** because it demonstrates how our staff are prepared to - and are encouraged to - speak out and disagree with received wisdom.

Many cases demonstrate internal and external collaboration (e.g., **harmonization of international accounting standards; New directions for local economic renewal; Security and Defence Innovation Case; Salford Process Reengineering Case**), and this is most prominent in the two health related cases which are 'problem-and-solution' focused: **Vascular Health** and the **improved health through evidence base implementation**.