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| Institution: University of Derby |
| Unit of Assessment: Business and Management Studies |
| a. Overview |

This submitted unit represents research active members of academic staff from the Derby Business School (DBS) and the School of Hotel, Resort and Spa Management (SHRSM) (based at our Buxton campus). We are an ambitious and inclusive team, driven by creating and communicating applied research in service of our students, our staff, our partners and our community. We aim to be connected into the region's living history of world class thinking and making, and a leader in future innovation and regeneration. 6 research areas are represented:

1. **Supply Chain Improvement and Logistics***
Submitted in REF1: *Anosike, Garza-Reyes, Lim, Manzoor, Winsper*
2. **Leadership development***
3. **Enterprise Development and Evaluation**
Submitted in REF1: *Lynch, Wond*
4. **Tourism Management**
Submitted in REF1: *Michopoulou, Wiltshier*
5. **Accounting and Financial Economics**
Submitted in REF1: *Chan*
6. **Market Sensing**
Submitted in REF1: *Longbottom*

**These research areas are being developed into similarly named Centres of Excellence.*

Historically, within the assessment period, a *Systems Thinking and Organisational Change (SYTOC)* Research Group existed (until 2012). A Head of Research role exists within DBS, and is held currently by the Head of DBS (*Roberts*). A dedicated Faculty Research Manager also supports staff to develop research, and coordinate all PGR student recruitment, support and progression. A Faculty Research and Research Degrees Committee sits quarterly. A Business Research Group, comprising of more established researchers, provides focus for research clusters.

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| b. Research Strategy |
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ACHIEVEMENTS DURING THE ASSESSMENT PERIOD

DBS and SHRSM have been supported to grow, resulting in a submission to this unit. There was no unit submission to the RAE 2008 and the research environment pre-2008 was very different from the environment today; teaching was favoured over research and it followed that there was not a sufficient amount of research to warrant a submission. For DBS, new faculty and school leadership, a research-focused staffing and development strategy, and the restructuring of research in 2012 have helped this research culture to grow. Today, research is firmly rooted, and supports teaching rather than contends with it. This research activity is highly sustainable through the infrastructure, supportive work environment and dedication of academics to engage with, conduct and disseminate research.

As there was no unit submission to the RAE 2008, no prior outlined strategies can be reviewed. Over the past five years, the research strategy within DBS has focused upon developing research capability, capacity and presence, through 4 strategic aims: 'developing the foundations for a research culture in the School', 'promoting applied research', 'setting up Centres of Excellence to create focus and momentum', and 'improving research outcomes'. Our achievements toward these aims include:

- Attracting three new ECR's in 2013 (*Chan, Winsper, Wond*), and researchers from prestigious institutions including Aston and Warwick, demonstrating that we have a developing research culture where researchers choose to work. *Lynch's* arrival in 2010 is also noteworthy due to her strong research profile (consistent 3*) and experience in attracting research funding.
- More staff are now engaging with research - from 15 active researchers (engaging in conference presentations and papers) in 2009, to 27 active researchers in 2013 (11 of these are being submitted in this REF).
- Attracting £624,000 of investment by the institution over a 3-year period to create two new Centres of Excellence in DBS (*Centre for Supply Chain Improvement; Centre for Leadership Development*).
- The appointment of internationally renowned RFID researcher *Professor Lim* to the role of *Head of Centre for Supply Chain Improvement (CSCI)* has created much momentum across the School, and created an industry-facing group of five researchers focused on solving business problems. This Centre has also generated 16 research outputs, 10 of which are considered 3* (ABS).

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- Engagement with numerous organisations through applied research. To illustrate, the *CSCI* area engaged in collaborative projects with 18 international universities, engaged in over 29 projects with organisations in the UK (including Tesco, NHS and DHL) and internationally (Malaysia, Singapore, Brazil, Canada).
- During the assessment period the *Centre for Entrepreneurial Management (named Centre for Enterprise 2011-13)* secured funding of over £1 million (made up of ESF, RDA, ERDF and HEIF funding). This funding has supported the dissemination of enterprise knowledge to SMEs locally.
- Development opportunities including support for conference attendance, encouraging research mentor relationships, staff research workshops, recommending that staff engage with the institutions 'Advanced Practice in Research' workshops, performance management of our researchers, and ensuring workload-planning supports our researchers.
- Tourism Management have continued to produce 3* outputs (**Azara, Johnston, Manderlartz, Michopoulou, Stockdale, Wiltshier**).
- Six PhD's completed in 2012/2013, against 0 in 2009/2010, and 3 in 2010/2011.
- The launch of an international peer-reviewed journal '*Critical Perspectives on Business Management*' (ISSN 2049-2766) by the Faculty Research Manager and various members of the School (Jan 2013).
- Strong research foundations through the former SYTOC group (-2012) which included hosting a conference for 200+ participants from the public and private sector; One member invited to sit on a government think tank for systems reform in the public sector (**Visiting Professor Seddon**); Two members sitting as Change Management Subject Experts to the local City Council (**Chamberlin; Franco**); publication of 41 outputs in total including over 14 journal papers and 20 conference papers; competitive internal funding through the Strategic Research Investment Fund (£3,500) and the Teaching Informed by Research fund (TIF) (£3,000); Two internally funding studentships (2 x £60,000); and one externally private funded studentship (£60,000). This has been significant in setting foundations for research and has since evolved into the current specialised areas for research. The research area continues to be the focus of the successful commercial programme 'Systems Thinking in Service Organisations' (**Smith**), and **Longbottom's** research.

Our strategy for the assessment period means that we now have firm foundations and initial successes on which to continue to grow our research culture, presence and confidence.

FUTURE STRATEGIC AIMS

Our strategy going forward continues to focus on supporting research capability, whilst encouraging progression toward impactful research and stronger research outputs.

Objective 1. 70% of our staff will have doctorates by 2019. We will achieve this by providing financial support for fees, and more favourable teaching allowances for staff to obtain their doctorate (which we already currently offer). Within the institution we actively promote PhD opportunities including the New Route PhD option (intended for recently qualified graduates with good honours degrees who are keen to progress immediately to a research experience), and Doctorate in Academic Practice option. Achievement will be measured against the doctoral qualifications as at August 2013, where 34% of staff have doctorates.

Objective 2. We will improve the quality of our research and in the next REF, 100% of submitted research will be at least 2*, and 40% at 3* or 4*. This objective aims to increase the quality and impact of research, and supports the University Operational Research Strategy. Research development sessions and increased collaboration are building capability to publish in higher-rated journals. The establishment of the Business Research Group underpins this. This group comprises of more published researchers, who are supported through more favourable workload planning, financial support to attend conferences and mentoring relationships with experienced researchers inside or outside of the university. All members of the Business Research Group have individual objectives toward research outputs and continued support is dependent on achieving those outputs. In turn members of the group mentor less experienced academic staff within the School to build their research skills and confidence to generate outputs, with particular focus on improving our conversion rates of conference papers into journal articles. Staff who are not research active must engage in more teaching, to allow for their research active colleagues to engage with research. The DBS Head of Research and Faculty Research Manager monitor achievement of this objective, bi-annually.

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Objective 3. We will recruit 10 new doctoral students each year for the 5 years following this submission. Part of the role of the Faculty Research Manager is to help to increase PhD numbers through strategic growth, focusing on attracting PhD students within subject specialisms. This objective will be met by more focused recruitment, enhanced student experience and enhanced supervision support. Moreover, as the quality of our staff research improves we anticipate more PhD applicants wishing to study with us. Further, in March 2013 a programme leader for professional doctorates was appointed (**Wond**), to lead a newly validated Doctorate in Business Administration, and Doctorate in Professional Practice; enhancing doctoral student presence further. Student recruitment figures and retention rates are and will be monitored annually by the DBS Head of Research and Faculty Research Manager.

Objective 4. Curriculum will be underpinned by advanced scholarship. This objective will ensure that the learning and teaching strategy is informed by research, and that research is relevant to the needs of the learners and the community they serve. Researchers are responsible for ensuring that their research is disseminated effectively, whilst tutors are responsible for ensuring that each module contains work by our own researchers, as well as original research by other academics in their field. This objective is monitored through the formal performance management and development processes within DBS, as well as through the Quality Assurance processes of the university.

Objective 5. We will grow external research funding by at least 100% per annum. Averaged over five years our funding has been £19,400 per year. We anticipate a minimum of £40,000 per year in 2014, and £100,000 in 2015, as we develop a more focused approach to funding. We are allocating resource within DBS for environmental scanning and to coordinate the dissemination and application for external funding in our specialist areas. We are also supporting researchers to engage with research funding workshops. We will monitor progress toward this aim bi-annually and make final measures annually.

FACILITIES

We are planning to support the developing Centres of Excellence further through better accommodation, and meeting space, and a proposal for such developments has been submitted to the Institution's Estates department.

STAFFING

After successful recruitment in 2012 and 2013, we are looking to further develop the existing staff that we have to build capability from within. Building research confidence and impact are priorities, and we will look to fulfil this through mentoring, and development activity.

RESEARCH TOPICS, PRIORITY DEVELOPMENT AREAS

There are 6 key clusters for developing research in the unit.

- 1. Supply Chain Improvement and Logistics** brings together a multi-disciplinary team focusing on three areas: Technology Innovation (**Lim; Manzoor; Winsper; Banini (PhD)**); System Improvement (**Anosike; Smith; Pasanajano (PhD); Udokporo (PhD)**) and Process Re-engineering (**Arturo Gaza-Reyes; Hader (PhD)**). **Lim** continues to explore smart applications of RFID (Radio-Frequency Identification) technology to improve operational efficiency and greener logistics, as well as extending artificial intelligence research to enhance business value. **Anosike's** research focuses on reducing waste in food supply chains, as well as reverse logistics. **Winsper** is currently working on computational approaches as a means to enhance the efficiency of supply chain and logistics networks. **Manzoor** is using RFID to monitor and reduce CO₂ emissions in the supply chain and **Arturo Gaza-Reyes** is exploring low carbon-focused manufacturing strategy and techniques for implementation.
- 2. The Centre of Leadership Development** is proving focus for research activity in the area of **leadership development**. This includes **Carlier's** global (PhD) study on IT knowledge workers that has recently concluded and it is anticipated that further research outputs will be generated. **Delight** is gathering pace in qualitative coaching methods in the manufacturing sector and **Paterson** on the leadership development challenges facing those who lead in complex open systems. Leadership development is also a focus for researchers outside of the Centre, including **Roberts'** published work on executive coaching; **Bevitt's** on-going research into leadership transitions of HR practitioners; **Gilbert's** work on agile learning; **Hanson** and **Lees'** studies into leadership coaching; **Baranova's** on-going PhD research into 'strategy-as-practice'; **Komlósi's (PhD)** research into Emotional Intelligence, and **Marshall's** work on organisational change. Also notable are the recent

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appointments of senior academics **West**, whose experience and interests are in the area of strategy and leadership in sports organisations, and **Corea** whose research lies in business intelligence and innovation.

3. **Enterprise Development and Evaluation.** **Curtis** and **Moon** are preparing research outputs in the area of personal learning and enterprise. **Martinez-Covarrubias'** evaluation of business innovation policies will lead to several papers in peer-review journals in 2014. Low carbon (**Jones; Afrin (PhD)**) has been an area for high growth within DBS, with several projects in the pipeline as a follow-up from a recently completed project. **Lynch, Martinez-Covarrubias**, and **Wond** have produced impactful research on evaluation, and have evaluated several programmes of national importance. **Lynch's** on-going research in evaluating the effectiveness of business networks on firm performance through a quantitative approach is beginning to make a distinctive contribution to the field.
4. **Tourism Management** (**Michopoulou; Wiltshier; Azara; Johnston; Manderlartz; Stockdale**) will follow 3 themes: dark-tourism, ecotourism, and tourism in religious sites. Researchers are establishing new projects allied to ecotourism in Malawi and Botswana. They are also working to develop a best practice social media-marketing model for rural tourism SMEs through a £1200 Visit England research project.
5. **Accounting and Financial Economics.** We have supported **Coyle's** (New Route PhD) research on performance measurement in local government, as well as **Hogsden's** PhD work on accounting practices within the Church of England, both of which have the potential to be highly impactful by creating change to practice. **Johal** is developing her research expertise in capital budgeting practices in emerging markets. **Conway** is being supported to move forward on her PhD studies in sustainability issues within SMEs and she has recently presented her work at the third Sustainable Development Symposium in Naples, Italy. **Kelly's** PhD work in 'Accounting for Knowledge Production in Universities' has the potential for significant future impact in the HE sector. **Powell, Michaels** and **Chan** are becoming a strong team in building their research activity in the areas of financial risk and contemporary banking issues.
6. **Market-sensing.** Research (**Banwait, Hancock, Lawson, Longbottom, Singh (PhD)**) is growing through developing market research approaches using rich, non-traditional research methods. This research aims to identify how a better understanding of customers and markets can be gained from alternative methods such as ethnography, discourse analysis, metaphor elicitation and emotional scaling. An edited book by **Longbottom** in the area is due to be published in 2014, involving chapters from several group members. **Banwait** is also being supported in his PhD (Examining the student as customer: the marketization of HE).

c. People, including:

I. Staffing strategy and staff development

Our staffing strategy has sought to actively address a lack of research capacity and capability, through the recruitment of staff with doctorates and, explicitly, who we can support to make the next developmental transition in their academic career. This has been accompanied by a developmental strategy for existing staff and the shaping of research into clusters.

In June 2013, the University re-validated the cross-faculty Academic Practice in Research programme which provides opportunities for academic staff to further their professional development of research skills, for example in Research Supervision or in Research Leadership.

DBS has recently recruited high quality research active staff (**Anosike, Arturo Gaza-Reyes, Chan, Manzoor, Lim, Lynch, Winsper, Wond**). By increasing our compliment of doctoral staff we have built research supervision capacity within the School. Recruitment of research active staff has given our Centres momentum, for instance prompting informal research groups and proactivity around funding opportunities. In 2012/2013, three researchers, one professor and one post-doctoral fellow were appointed into the *CSCI*.

In 2013 alone, we appointed three new Early Career Researchers (**Chan, Winsper, Wond**). ECR's are supported by academics from the Business Research Group and are encouraged to have both internal and external research mentors. Centrally, ECR's are supported through professional development workshops that focus on the needs of this group (run since 2005). Ten of our current staff have also been supported to begin PhD/doctoral programmes since 2008 (**Banwait, Baranova, Byrne, Carlier** (recent viva pass), **Conway, Coyle, Gill, Hanson, Hogsden, Kelly**). Development

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activity has included monthly research events, centrally and within the School. In DBS all research active staff are provided with a budget for conference presentations, and a research review occurs annually to identify objectives and development needs of all staff. We have a healthy conference attendance, as well as attendance at research skills workshops hosted internally or by other universities. We offer progression through the form of senior lectureships, readerships and professorships. *Lim* illustrates this, recently being awarded his professorship (2013).

c. II. Research students

PhD students (both traditional and new route) are well supported through research skills workshops, online modules, and PGR networking events. Since 2010, the University has sponsored a student-run Annual 'New Horizons' PGR conference (about 80 to 90 students have participated and about 16 have presented their research each year). We also support students to engage in the regional research community through conference presentations at the East Midlands PGR conference. A central conference grant scheme was introduced in 2010, a fund to assist students to attend and present at conferences. Across the institution, 100% of PGR students expressed positive satisfaction in 2013. Students declaring an excellent level of satisfaction rose from 22% (2008) to 36% (2013). The 2013 HESA survey results saw Derby come 9th in England for student employability. University and Faculty employability advisors are able to discuss with research students their career options, and academics also provide advice.

Within DBS, there are currently seven full-time and 12 part-time PhD students. The University now offer non-stipendiary postdoctoral fellowships (from June 2013) - we currently have 2. Research students are fully integrated into the research group and attached to it as associate researchers, with the expectation that they take part in the group's activities (*Afrin* for instance partakes in the enterprise development and evaluation area through her work in low carbon). Research students in the Faculty are strongly encouraged to publish and most of the students who joined DBS since September 2009, have presented papers at international and national conferences (*Komlósi* (2013) - Management, Knowledge and Learning International Conference (Received Best PhD award)), and published papers in peer-reviewed academic journals. A coherent faculty training programme for new and early career supervisors helps create a stable and effective network of support for PGR students and contributes to better progression and completion.

d. Income, infrastructure and facilities

INCOME

During the assessment period CSCI was awarded an EPSRC £65,000 funded two-year project with three industrial partners. Further examples from the Centre include leading a consortium bid for EU projects in the area of RFID and relevant modern technologies, and have been successful with two EU projects - Smart City Project "CITADEL on the Move" and AdvIOT. The CITADEL project has brought £72,945 to the CSCI. AdvIOT is funded for four years by EU FP7 Marie Curie Actions (€450,000) across eight universities worldwide. In 2012, we were successful in attracting £30,000 from Derby City and Derbyshire County Councils to work with local businesses to understand the current business practices regarding carbon reduction processes.

To deliver Objective 5 above, our strategy to increase research funding includes: (1) Seek larger, collaborative and international funding by the CSCI; (2) Secure local, collaborative funding in the areas of enterprise development and Low Carbon (for example D2N2 LEP funding); (3) Generate greater levels of commercial research funding and funding from professional bodies; (4) Build on our expertise in the area of 'evaluation' to secure funding opportunities.

INFRASTRUCTURE AND FACILITIES

There have been a number of other significant improvements during the assessment period. The institution introduced a Peer Review System (March 2012). All researchers preparing (non-collaborative) applications are required to have their application critically peer assessed. Further, the University operates a Research for Learning and Teaching Fund (circa £225k). This is intended to give all staff (particularly less experienced staff) experience in crafting funding applications. Recipients of grants also need to respond to progress reviews after the funding period is over. Recipients in 2013 included *Bevitt, Conway, Lees, Hanson, Lawson, and Gill*. PGR students have also benefitted from the re-equipping of 2 large PGR offices to accommodate about 40 FT students and also provide hot-desk facilities for PT PGR students.

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Further, the University has established research ethics committees in each school. These have responsibility for the ethical oversight of all independent scholarship. All staff research is required to obtain ethical approval. Further, the University agreed to comply with the Concordat, and the Academic Practice in Research programme available to staff covers this.

DBS has submitted plans for improved space for research groups, including a technical demonstration space for the *CSCI*. Library provision for the unit is good, with a proactive discipline librarian and regular checks to ensure that materials are available and up-to-date. Research students are encouraged to report to their supervision team any gaps in required learning resources.

e. Collaboration and contribution to the discipline or research base

We have engaged with over 21 international and national research collaborations with research users from a range of sectors. These collaborations have spanned our research areas, and a sample includes **CSCI**: National and international RFID projects with organisations, a sample includes: UAV Engines, IdentifyRFID (Thailand), Tesco Express, Speedmark (Singapore), and Innovez One (Singapore). **Garza-Reyes**: *Collaboration with* Rolls Royce on the investigation of the impact of the personal development review process (2011-2012). **Winsper**: working with partners across Europe on Citadel on the Move, an EU ICT project (2013). **Jones, Baranova and Conway**: with Derby City Council, Derbyshire County Council and six local high-profile companies on the low carbon economy (2012-2013). **Lynch**: Economic impact analysis of sporting events, commissioned by Sporting Futures (2012), the user now wish for this research to be repeated in 2014. Working with the local Creative Industries Network to reinvigorate their network. **Smith**: business improvement project with the United Nations (UN) (2013-present). **Wond**: collaborating with several public sector organisations to investigate efficiency improvements.

National and international academic collaborations in many of our research areas represent our external focus, and also support our researchers to develop research confidence. Examples include: **CSCI**: on-going research, especially into RFID, includes over 17 international collaborations, including: RFID Centre at Tampere Univ. of Technology (Finland) to secure EU FP7 funding, Logistics Centre at Aalborg Univ. (Denmark) and Bergamo Univ. (Italy) to target EU funding (led to co-publication also), and Computer Science Lab at Cairo Univ. (Egypt). **Patterson's** work on systems leadership in Children's Services is through collaboration with Virtual Staff College, Centre for Health Enterprise (Cass Business School, Univ. of London), and the Colebrooke Centre (2012-2013). **Lynch and Martinez-Covarrubias'** collaborations with researchers from the Univ. of Ulster, Limerick, and Aston have resulted in a number of conference papers and publications. **Lawson**, with **Handley** (Curtin Univ., Perth) on the strategic positioning of UK public libraries. Also, with **Zheng** (Sheffield Hallam) on the use of digital and social media by UK business schools (2012-2013). **Moon and Lynch** with Nottingham Trent Univ. and Univ. of Nottingham to undertake a study that will provide D2N2 LEP with an evidence-based platform on which to develop its plans for innovation activity and investment.

A number of researchers contribute to journal editorship, preparation and review. DBS founded the journal '*Critical Perspectives on Business Management*', which has an international editorial board. Examples of contributions to journal editorship and preparation include: **Garza-Reyes**: *Founder and Editor*: Int. J. of Supply Chain and Operations Resilience. *Active reviewer* of 15 journals most of which are international, including Int. J. of Production Research. *Guest Editor*: special issues of journals such as Int. J. of Engineering Management and Economics (2014) and Int. J. of Engineering and Technology Innovation (2013); *Member* of the editorial and scientific boards of 6 international journals (including Int. J. of Lean Enterprise Research, Int. J. of Engineering Management and Economics). **Lim**: Several editorships and associate editorships including: *Editor* for *Advances in Information Sciences*; *Associate Editor-in-Chief*: Int. J. of Information Processing and Management; *Associate Editor*: *Progress in Business Innovation and Technology Management*; *Editorial Board Member*: *Artificial Intelligence Research*; *Editorial Board Member*: Int. J. of Operations and Supply Chain Management; *Guest Editor*: Int. J. of Logistics Systems and Management; Int. J. on Business Performance and Supply Chain Modelling; *Book Editor*: NOVA Science Publishers, entitled *Bidding: Types, Strategies and the Impact of Irrationality*. *Regular article reviewer* for high-profile journals including European J. of Operational Research, Int. J. of Production Economics, Expert Systems with Applications, Int. J. of Physical Distribution & Logistics Management. **Longbottom**: *Associate Editor*: Int. J. of Quality and Service Sciences (2009). *Reviewer*: Human Relations J. (2002-), Int. J. for Quality and Standards (2006-), Quality Assurance in Education (2007-), Management Research News

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(2008-). **Word:** *Reviewer:* 3 international public management journals (2012-), including Int. J. for Public Management, Int. J. for Public Administration, Public Management Review.

We have encouraged conference attendance in order to build research confidence among our researchers. Examples include, **Baranova:** Strategic Management Society 23rd Annual International Conference (Prague); **Lynch:** 2 international and 3 national conference presentations, including Institute for Small Business and Entrepreneurship (ISBE) Conference and European Network on Industrial Policy; **Moon:** 35th ISBE Conference (Dublin).

DBS maintain strong links with professional associations. **Lim** is a *fellow* of the UK Institute of Couriers, and *Chartered Member* of UK CILT (Chartered Institute of Logistics and Transport). **Lim** is also *Chairman* of the European Business Innovation and Technology Management Society, and *Advisory Council Member* of the Asia Pacific Business Innovation and Technology Management Society. **Gill** is a Chartered Fellow of the CIPD and a National Standards moderator for the CIPD and has been involved on working parties to review standards within CIPD. The Accounting team have strong links with ACCA, CPA Australia, CIMA, IFA, ICAEW, CIPFA, AIA, and ICASA. **Kelly** is *Secretary* and acting Vice-Chair to CDAF (Committee of Departments of Accounting and Finance). **Harrop-Griffiths** is an elected *Regional Board Member* for the CMI. **Lynch** is a *member* of the Conference of Heads of University Departments of Economics (sub-committee of Royal Economics Society). **Longbottom** is a *Fellow* of the Institute of Financial Services.

Among our researchers are conference chairs, organisers, committee members, and session/tracks chairs, contributing toward over 18 conferences collectively. A sample includes: **Garza-Reyes:** *Chair (Special Track):* Production, Planning and Management Panel Track, 4th Int. Conference on Industrial Engineering and Operations Management. *Conference track organiser:* 2 international conferences - Int. Conference on Flexible Automation and Intelligent Manufacturing (FAIM) (2013); Int. Conference on Manufacturing Research (ICMR) (2012). Conference committee member for 5 international conferences including Int. Conference on Industrial Engineering and Operations Management (2014), and Int. Conference in Engineering and Technology for Sustainable Development (2012). **Hanson:** *Track committee member:* Organisational Psychology and Co-track chair Organisational Psychology, British Academy of Management Conference. **Lawson:** *Reviewer:* Arts, Heritage, Non-profit Social Marketing special interest group at the Academy of Marketing conference; Cultural and Creative Industries track at the British Academy of Management Conference. **Lim:** *Conference chairman:* Int. Conference on Business Innovation and Technology Management (ISBITM) (2013); *Conference co-organiser:* Int. Conference on Technology Management (2012). *Conference Committee member:* Int. Conference on Manufacturing Research 2012; Int. Conference of APMS (Advances in Production Management Systems) (2012) and SMART- IoT Summit (2012). *Scientific Committee member:* Int. Conference on Modern Information Technology in the Innovation Processes of Industrial Enterprises (2010, 2011); *Technical Programme Committee member:* Int. Conference on Flexible Automation and Intelligent Manufacturing (Workshop: Lean Six Sigma) FAIM (2013). *Conference Workshop Organiser:* RFID workshops, IEEE Int. Conference on RFID Technology and Applications (2012); IEEE Int. Conference on Interaction Sciences: IT, Human and Digital Content (2012); *Regular Conference Track Organiser:* conferences on the topics of green and sustainable supply chain, business innovation and value creation. **Manzoor:** *Coordinator and Session Chair* for 2 national conferences including Science and Information Conference (2013).

Professor Ming Lim has additional external responsibilities. **Lim** holds 2 adjunct professorships externally at the Massachusetts Inst. of Technology (MIT) Center of Transportation and Logistics' Global SCALE Inst. (MISI)(Malaysia), and King Fahd Univ. of Petroleum and Minerals (Saudi Arabia), and 1 visiting professorship with Hunan Vocational College of Modern Logistics (China). **Lim** has also delivered several keynotes, and guest lecturers including: *Workshop Speaker:* National Ocean Univ., Taiwan (2013); IEEE Conference, South Korea (2012); *University Guest Speaker:* Taiwan National Univ., Taiwan (2011); Identify RFID, Thailand (2010); Asia Microwave Conference, Australia (2011). *Keynote Speaker:* Int. Conference on Tech. Management, Taiwan (2013); Computer Engineering Symposium, Saudi Arabia (2013). *Plenary Speaker:* IEEE Conference, Tsinghua Univ., China (2013). *Public Lecture:* Sophia Univ., Japan (2012); Cairo Univ., Egypt (2012). **Lim** also supervises 4 PhD students at Aston Univ. These external responsibilities have raised the research profile of Lim and the CSCI.