

Institution: University of Bradford

Unit of Assessment: C19 Business and Management Studies

a. Context

The School of Management (SoM) has a long history of close links with industry; its roots are in the Bradford Institute of Technology which provided the basis for our applied research and close association with industry. The School was built on a strong executive education programme that provided a direct route for academic staff to include businesses, policy makers and other organisations in their research activities as a matter of course. More recently we have formalised research links with industry through our Business Engagement team and Knowledge Transfer Networks, which have successfully attracted European Regional Development Fund (ERDF) funding. Management research at Bradford impacts on the working lives of employees, the management of organisations, and business and economic policy, nationally and internationally. The local area has a large ethnic minority population and many family-owned small and medium business enterprises. Bradford has one of the highest rates of business start-ups and the city is home to some of the largest businesses in the north including FTSE 250 companies. The area provides a dynamic environment for our SME Knowledge Network, Director Network and business engagement activities. The local migrant population has contacts around the world who look to Bradford to understand British businesses. Our focus therefore is upon the local and the global in dynamic interaction.

b. Approach to impact

Our area of research is one which aims to make a difference and generally lead to improvements in working lives and the management of organisations, as captured in the SoM's Mission Statement "*Producing applied, highly relevant research which makes a tangible difference to the world – to students, to businesses, consumers, public sector, governments and employees*". Our approach is to provide all staff with a range of opportunities and incentives to engage with organisations and increase the impact of their research. School structure and processes provide opportunities for staff to be well-connected and engaged with industry, public sector and other research users at every stage of their research.

The SoM has for many years had close links with industry and policy makers and in 2012 we invested £12.5 million to further improve the facilities available on our self-contained campus for business meetings and conferences. Business groups and organisations using our facilities for events and meetings include the Federation of Small Businesses, local Chambers of Commerce, and the Monetary Policy Committee, providing opportunities for staff to interact, network and build relationships. Our Advisory Board was established over 20 years ago and brings together 14 representatives from local and international, public, private and third sector organisations including CEOs or VPs of W.H. Smith, McKinsey & Co, Vestas Wind Systems S.A, Emirates Aluminium Co Ltd., City of Bradford MDC and independent consultants, including Margaret Sentamu who is on the boards of a variety of charities and social enterprises. The Advisory Board meets three times per year and provides researchers with routes into industry and policymaking circles, identification of opportunities for co-working and pathways to impact, as well as a sounding board on research relevance and impact. Entrepreneurs, professionals and managers are employed as guest lecturers and associates, providing academic staff with additional research links into organisations and relevant sectors. Our Global Campus includes executive education programmes in a range of countries, which provide academic staff with opportunities to interact with businesses and organisations around the world.

The University's formal project approval process requires researchers to consider impact including relationships with local health services, commercial organisations and the third sector. Within the SoM, impact and business engagement are required elements in the annual research review of each staff member with the Associate Dean for Research. The staff are also incentivised to develop impactful research through consultancy projects, through the University's policy of encouraging consultancy and through allocation of time for business engagement within the workload model. Flexibility in employment contracts supports secondments in policy and business organisations (currently Mirza, Perrett) and part-time contracts are used flexibly to enable staff to develop their research commercially (currently Alimo-Metcalfe).

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The SoM's policy of broad dissemination of research increases potential impact. Staff speak at professional and business events as well as at Knowledge Network events held at the School (for example, Papageorgiadis on his patent protection index; Howorth on family businesses). The University employs a communications agency to assist staff in disseminating their research in the public media. Estimated annual Advertising Value Equivalent (AVE) of £302,280 in the UK press was devoted to the work of researchers in the SoM (2010). Trouille's article on Eurobonds was, for example, published in *Business Spotlight*, read by 100,000 executives in Germany, Switzerland and Austria. The staff are encouraged to use social media to share the results of their research. The SoM blog was established in 2008 and currently generates 7500 unique visitors per month and is ranked #1 UK university blog by Google (2013).

Researchers are supported by a dedicated Business Engagement Team with four support staff who facilitate and advise businesses working with the school. Our suite of five Knowledge Transfer Networks (KTNs) is in its 10th year and has engaged with approximately 3,000 businesses. Each KTN focuses on a different user group, providing a platform for building relationships between academic researchers and businesses. Knowledge Transfer Partnerships (KTPs) and student projects are used as a tool for researchers to engage with businesses to develop ideas, share research results and provide expert advice. Since 2008, researchers have undertaken seven KTPs with Bombay Stores, Emerald Publishing, Knightsbridge Furniture, Incommunities, Universal AV Services, Foundation Housing and Surgical Innovations.

Our three research centres all have the remit of producing applied research that has impact. Research by members of the BRITE Lab (Bradford Research in Innovation Technology and Entrepreneurship) is employed in the UK and overseas in the development of enterprise policy, innovation systems, and entrepreneurship within organisations, including SMEs, social enterprises and family businesses. Kalantaridis is currently working with the Ministry of Education and Science of Ukraine on innovations systems development. Parkinson and Howorth are working with the local authority to develop a support programme for young people involved in informal enterprise activity. Howorth has been advising the Institute for Family Business on the application of family business research into practice, since 2009.

Research by Bradford Centre for International Business and Finance (BCIBF) has been used in the European Commission, the United Nations Conference on Trade and Development (UNCTAD), the United Nations Economic Commission for Africa (UNECA), the UN Staff Training College, the Japan Bank for International Co-operation (JBIC), the Osaka Prefectural Government, the Asian Development Bank and the ASEAN Secretariat. McDonald is working with UK Trade and Investment to help SMEs to develop engagement exporting; Mirza's research on international development has been implemented in policies of the G20 Finance Ministers and the United Nations.

Members of the Centre for Organisations and Work (CROW) undertake research that aims to lead to improvements in working lives and organisational effectiveness by informing the policies and practices of national and international organisations. A range of projects have focused on improvements in patient care and organisational effectiveness in the NHS (Breen, Harding, Liao, Richardson). Richardson is currently undertaking research to improve information sharing practices in the NHS and has advised the ESRC on developing this area of research. Research by members of CROW into employment practices is highly sought after by trades unions. Royle's research on employment practices in global food chains has underpinned his work with the ILO (International Labour Organization), international trade union bodies such as the global union the IUF, and national bodies such as the Irish Labour Relations Commission as well as the Dutch and Japanese Trade Union Confederations (FNV and RENGO); Royle participated in a Swedish television documentary transmitted around Europe in May 2010 on McDonald's worldwide employment practices. Smith's studies of employment practices and working lives in HMRC have been used by the PCS Union; and Perrett's work on BME engagement and migrant workers has informed TUC, UNISON and the CBI, as well as the Scottish Parliament and Department for Business Innovation and Skills.

c. Strategy and plans

Our Impact Strategy is to realise the University's overarching aim of 'Making Knowledge Work' through close links with key research users locally, nationally and internationally. A priority development issue in our Research Strategy is to increase engagement with research users,

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particularly businesses. The SoM Research and Knowledge Transfer Strategy Committee determine our Impact Strategy in conjunction with the research strategy. Our strategy aims to ensure that impact is considered in all areas of the SoM's research. Research centres reflect the research strengths within the School and they are tasked with strengthening and expanding key relationships, to engage users in all stages of their research and to share social capital. Direct engagement with research users arises through involvement in business engagement activities, proactive searches for relevant partners and out of teaching activities, particularly executive education. Restructuring of the Business Engagement Team (in 2013) has brought together KTNs, CPD activities and executive education support as part of our plan to create a more 'joined-up' approach to business engagement that will provide a clearer route for research centres and individual academics to build pathways to impact.

User engagement underpins our mission and strategy and it is embedded in staff performance assessment. We recognise the need to build research capacity and skills in order for staff at all stages of their career to realise the full potential impact of their research. In addition to our research cluster mentoring system, skills in user engagement and networking are developed through our Wednesday Afternoon Seminar series. An ongoing commitment to profile users' involvement in research development, analysis, critique and implementation, on our webpages, on school posters and in seminars, embeds the value and importance of research impact. A joint 'impact' seminar with Leeds and Durham Universities in Spring 2014 is the first in a series of larger events planned by the School to share knowledge on engaging with research users.

A key feature of the impact strategy of the SoM going forwards is to provide expertise in our areas of research strength to interdisciplinary projects across the University that work with businesses and other user groups. Bradford is the lead partner in the Yorkshire Innovation Fund, an £8.2million ERDF project for Yorkshire universities undertaking research projects with SMEs, from Summer 2013 - July 2015. The Fund provides opportunities for management researchers to engage with SMEs on specific research projects. The Business Engagement team is working with SMEs in our networks and research centre directors to identify opportunities for collaboration that draw on research expertise within the School. The SoM (Hopkinson) led the development of the University's re:centre which is at the forefront of our research on sustainable enterprise and includes initiatives with the Ellen MacArthur Foundation on the circular economy (Reast, Hopkinson). The re:centre provides a new physical space for businesses to collaborate with the University and interact with researchers and it is central to achieving the major aim that underpins the SoM mission which is *'to be known for high quality, impactful international research... particularly in sustainability and enterprise'*.

d. Relationship to case studies

The case studies were selected because they demonstrate that the impact of research within the School has local, national and global reach and significance, they show research impact on a variety of users, including businesses, individuals and policy makers, and they reflect the variation in impact work undertaken within the school. Case study 19-1 on the foreign direct investments effects model, demonstrates impact on global policy initiatives at the level of the United Nations and World Bank. The impact of this research has been supported through a secondment to the United Nations Conference on Trade and Development (UNCTAD). The work is embedded in one of the School's research centres, the Bradford Centre for International Business. Case study 19-2 shows how research has impacted on recruitment practices and policies at community, regional and national level of organisations in the labour movement, including the TUC. This research was funded by a British Academy Mid-Career Fellowship and the SoM have supported a two year secondment from 2013 for the case study author to develop the impact of the research. The research described in case study 19-3 has been supported financially by the SoM to enable the development of the impact. The case studies exemplify our approach to making local knowledge work globally and global knowledge work locally through: working to improve individuals' employment prospects; increasing representation and justice at work, and influencing policy at an international level.