

<p><b>Institution: Manchester Metropolitan University</b></p>
<p><b>Unit of Assessment: C19 Business and Management</b></p>
<p><b>a. Context</b></p> <p>The Business School has been having impact upon industry, commerce and society in the city of Manchester and the North West region since 1889. Our research impacts directly upon the economic performance of firms, from small micro-enterprises (<b>Ref 3b: How entrepreneurship research at MMU supports SMEs and social enterprises to succeed</b>) to large multi-nationals (<b>REF3b: International Business in Advanced and Emerging Economies: Shaping Policy and Practice</b>) as well as improving public service delivery (<b>Ref 3b: Improving HR policy and practice in adult social care</b>), and the effectiveness of social and community enterprises (<b>Ref 3b: Supporting Town and City Centre Change</b>). Our research informs policy in: economic development (<a href="#">Department for International Development</a>); security (<a href="#">United Nations</a>), social care (<a href="#">Skills for Care</a>); planning and development (<a href="#">Department of Communities and Local Government</a>) and entrepreneurship/SMEs (<a href="#">Department of Business, Innovation and Skills</a>). Policy impacts are at all levels: local (e.g. <a href="#">Bristol City Council</a>, Manchester, Tameside and Newcastle); national (<a href="#">All Party Groups</a>); EU and international (<a href="#">World Bank</a> and International Labour Office). Policy is also informed through non-statutory public bodies (such as the <a href="#">Migration Advisory Committee</a>), charities (e.g. <a href="#">Keep Britain Tidy</a>) and think-tanks (e.g. <a href="#">Demos</a>). When our research influences professional bodies, we impact the professional standards and behaviours of tens of thousands of practitioners (e.g. <a href="#">CIPD</a>). We inform public discussion and debate through our links with intermediary agencies and the <a href="#">media</a> as well as directly through organising <a href="#">public engagement events</a>.</p>
<p><b>b. Approach to impact</b> is through our centres as their external reputation attracts non-academic beneficiaries. So far, each centre has developed its own approach towards impact, reflecting its specific user communities. Whilst this has been successful so far, our increased emphasis on impact in our research strategy has culminated in more explicit plans for impact (Section c).</p> <p><b>Centre for Enterprise</b> has impact through building very strong relationships with local businesses through partnership in projects (such as the ESRC project '<a href="#">How to enable high growth in small firms</a>' with Winning Pitch). By offering a suite of products and services that serve as knowledge transfer mechanisms, it is easy for SMEs to engage with the research of the Centre as they 'pick' the product (which incorporates research findings) from the range on offer on their on-line storefront (<a href="http://www.mmucoe.co.uk/services/">http://www.mmucoe.co.uk/services/</a>). For example, 540 social enterprises have registered to use <a href="#">Balance</a>. To provide a professional service, bid, project, NPD and event management, marketing and administrative support for impact is provided by dedicated CfE staff.</p> <p><b>Centre for Business and Innovation</b> - has worldwide impact on economic and security policy. By building a sustained body of internationally excellent research, CIBI has developed lasting relationships with MNCs and policy makers, through their credibility in their field and also by engaging beneficiaries into the design and capture of research data (longitudinal studies with MNCs) and long periods of engagement with policy bodies (such as the United Nations). Staff can take extended secondments, giving researchers sufficient time to interact directly with those that wish to integrate their research into policy. The case-study highlights the value of these long-term relationships with key research user groups, for example the United Nations testimony demonstrates the amount of trust that has been built up between the researcher and the organisation that has been impacted by the research, or have acted as an important intermediary.</p> <p><b>Centre for People and Performance</b> has research with <a href="#">national impact</a>; improving the delivery of public services and flexible working practices in the public sector and improving recruitment in the hospitality sector. It has undertaken award-winning research engaging directly on a commercial basis with non-academic beneficiaries such as the NHS and the Migration Advisory Committee. This requires professional literature and a client-focused web-presence, funded through £15k from the MMU Knowledge, Enterprise and Innovation Fund. General support for applied research activities comes from administrative and finance staff within the UoA and, institutionally, from RKE and the Legal Department (commercial contracting and tendering). In addition, by working in partnership with the CIPD, research findings can be widely disseminated to practitioners, MMU facilitates this by ensuring CPP is a recognised CIPD centre.</p>

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The [Centre for Retail and Place and Consumer Change](#) has worldwide impact in improving the professional practice of place managers; national impact on town and city centre change in the UK; and local impact, improving quality of life through providing research to [reduce litter in urban areas](#). It is built upon a 20-year reputation in retail and retail location research, much of which has been funded through large scale EU applied research projects. It has a strong reputation with the media for disseminating research findings to the public, supported by MMU's marketing department that offers media training to researchers. The Centre also has excellent relationships with trade associations, such as the [National Authority of British Market Authorities](#) and other non-academic beneficiaries such as providers of retail intelligence (Springboard), engaging these organisations in spin-out ventures to commercialise research (such as [Institute of Place Management](#)) and knowledge exchange projects ([ESRC: High Street Britain, 2020](#)). Spin-out activity is supported by the University's Legal and Finance Departments. Bid, project, NPD and event management, marketing and administrative support for impact is provided by the Centre for Enterprise team.

[Centre for Policy Modelling](#) was an early developer of the use of agent-based modelling for the assessment of environmental policies leading to [a report](#) for DEFRA analysing the impact of social factors and technological uptake with respect to different climate change scenarios. Recently the CPM has trained civil servants from national/local government and given introductory lectures to the Government Operational Research Service. The centre has built strong partnerships through the co-delivery of large RC funded projects, such as ESPRC 'The Social Complexity of Immigration and Diversity'. Since 2008, it has collaborated regularly with institutes across Europe, including the James Hutton Institute (a joint studentship and two EU projects), the Laboratory for agent-based simulation, the Stockholm Environment Institute (two EU projects), and the Laboratory for agent-based simulation, CNR, Rome (EU project). CPM members are on the board of the European Social Simulation Association, the Complex Systems Society and [openabm.org](#). MMU supports bid management activity through its central Research and Knowledge Exchange Unit.

Finally the newly formed [Centre for Business and Society](#) includes researchers such as Rouse who have maximised the impact from their grant funded research outputs. *Structures of exclusion from enterprise finance* - made a significant critique of 'enterprise inclusion policy' and is part of a programme of research that has contributed to policy development in Manchester City Council, Salford Council and Tameside Metropolitan Borough Council. It is on the basis of this work that Rouse was invited by Ian Duncan Smith to contribute to a roundtable discussion on enterprise policy for the unemployed in Whitehall.

For all staff, impact is encouraged and supported in annual Research and Personal Development Reviews and rewarded through the contribution zone. Outstanding impact achievement is recognised through promotion (Parker was made Chair through this route in this REF period).

**c. Strategy and plans** Our research strategy is to "produce and exchange internationally excellent business and management research of direct value to our stakeholders whilst supporting their future development, transition and resilience". This is an explicit commitment to research with impact, meaning we have to manage the research value chain more effectively as well as foster and resource ROUTINES of engaged scholarship and knowledge exchange that will radically raise our capability and capacity to create impact. We will build impact and its evaluation into all our research activities, from design to dissemination. Our goal is to have impact recognised as at least internationally excellent, in terms of reach and significance. The plan to maximise the potential for impact from current and future research is threefold:

**To encourage research with impact.** Undertaking research of direct value to our stakeholders is different to the 'basic research' that has dominated academic knowledge production (LSE, 2012). We will undertake a Faculty-wide training initiative, to explain 'user-inspired basic research' and 'applied research' and methods for attaining impact, as well as other considerations (such as risks). Research with impact will be supported through additional skill development for researchers and stakeholders in 'engaged scholarship' bringing the research value chain together through mechanisms such as round-tables. The training will include how to design research with impact as well as practical sessions on skills such as networking, public speaking, blogging etc. Also, by locating all researchers in centres, we are not reliant on individuals managing the whole value

## Impact template (REF3a)

chain themselves. Excellent researchers may not necessarily have the skills, nor inclination to pursue impact. Within a centre (such as the newly formed Centre for Business and Society) there will be other members able to take more responsibility for impact activities. All centres will have an impact plan by 2014.

**To record and evaluate impact.** Recognising that impact from research is not always linear, individual academics will maintain a personal impact record, including networking activities. We will adapt our internal system for recording academic achievement (Digital Measures) to record this information and include information on staff impact on personal webpages. This information will be collated at centre level to evaluate impact, in a thematic manner. Research-users will contribute to evaluation activities (but in a 'light touch' way). It is important that the recording and evaluation of impact is not just an additional bureaucratic burden – that it raises the profile of individual academics, research-users and impact 'themes'.

**To build and disseminate strong impact themes.** All researchers are now aligned with a centre and each centre will identify and support key impact themes. The themes and underpinning research will be incorporated in the centre's impact strategy and widely disseminated, through Multi-Author Blogs, other social media channels, websites, Business School events and conferences, roundtables etc. We will produce lay reader summaries for publications and each centre will appoint an Advisory Board, which may meet physically or virtually, and will be representative of the centre's research-user constituents and guide and help evaluate the impact themes.

This commitment to research with impact needs a strong, supporting infrastructure. To enable academics and centres to provide a professional service to their research-user communities, and to manage the additional information and dissemination activity, a more coherent approach to the support of centres will be implemented. Where support for various activities (such as marketing, social networking, event management, producing reports and 'white papers', podcasts, contracting, and administration) is currently provided by a mix of offices and departments, this will now be available through one team, following the successful Centre for Enterprise model.

#### d. Relationship to case studies

##### **How entrepreneurship research at MMU supports SMEs and social enterprises to succeed**

demonstrates how our research has direct impact on individual business and entrepreneurs in the private and third sector. To impact business in this way research findings often need to be 'translated' through knowledge exchange mechanisms, such as training or business improvement products. This requires a considerable investment and a culture of professional service delivery.

##### **International Business Environment, Institutions and the Activities of Multinational**

**Enterprises** demonstrates how research impact is achieved on corporate strategy through *shaping* policies for economic prosperity. This more indirect form of impact, demonstrates the importance of research staff who are well networked and have strong relationships with policy making institutions. Staff need time to undertake these activities, as the demands of these organisations do not fit into a standard academic calendar or linear workload model.

**Supporting Town and City Centre Change** provides an example of how EU grants have been used strategically to build a research and impact specialism that has influenced national and local policies leading to improved quality of life and led to the development of a professional specialism. This activity has demonstrated to the Faculty the value of 'research with impact', in particular the importance of strong impact themes that resonate with non-academic beneficiaries. By valuing this activity, the Business School supports researchers' need to work flexibly and be available for interview and comment, as well as attend events/inquiries at short notice, to give evidence etc.

**Improving the working lives of care workers through influencing and improving adult social care policy** is an example, primarily, of influencing policy towards recruitment and retention of adult social care workers. The secondary impact is on the professional body (CPD) to specify professional management practice. The tertiary impact is upon standards of care and thus social infrastructure. The case study demonstrates that taking a commercial approach to impact can work very effectively. In other words, by choosing projects carefully, with clients that value the rigours of academic research, impact can be achieved as well as the production of award-winning research.