

Institution: Loughborough University

Unit of Assessment: C19 Business and Management Studies

a. Context

The Unit sits within the School of Business and Economics (SBE). The main non-academic research users are businesses, public services, governments, regulators and professional bodies. Routes to impact are developed through relationships with key non-academic groups: organisations that engage with staff through research and consulting activities, the SBE Strategic Advisory Board and Alumni Council, organisations that are involved in sponsoring part-time MBA students and executive education programmes, SBE alumni and professional societies in which staff are involved. The reach of the Unit's work with non-academic research users is demonstrated by, for instance, the 131 principal corporate connections listed in a recent report for the School's EQUIS reaccreditation visit. The significance of the Unit's work is shown through numerous examples of research leading to a specific improvement, as typified by the seven impact case studies (Section d).

Given the breadth of research interests, research approaches and engagement with non-academic groups, some examples (other than the impact cases, Section d) are provided here to illustrate the main types of impact generated from the Unit's research.

Economic, Commercial, Organisational Impacts: research on the impact of downside risk on UK equity portfolios (Kai-Hong) is cited in practitioner documents as evidence to support the ineffectiveness of value-at-risk on assessing risk tolerance; research on the attractiveness of the UK for outsourcing services with UK Trade and Investment (Oshri) led to the development of a framework that helps multinationals assess their propensity to invest in the UK service sector; research on offshoring attitudes and knowledge transfer in offshoring relationships (Zimmermann) led to improvements in the offshoring strategy of [REDACTED].

Health and Welfare Impacts: research on the links between the safety climate and safe behaviours (Cheyne) contributed to improved safety in the construction industry; research on NHS labour management (Loan-Clarke) has informed the recruitment, retention and career development of allied health professionals in the NHS; Atzeni's research led to better regulation of employee conditions in the Argentinean informal economy.

Impacts on Practitioners and Professional Services: Ott's research led to the development of an intercultural negotiation framework which was adopted by the Richard Lewis Communication (RLC) company who, in 2012, won a contract to offer training to the World Bank based on Ott's framework; research into benefits realisation tools and methods (Doherty, Coombs) increased awareness of such methods at SAP and generated interest in their adoption.

Impacts on Public Policy, Law and Services: research on the employment consequences of private equity acquisitions (O'Sullivan) was cited by the GMB union in their campaign for greater transparency on the impact of such acquisitions; research by X. Liu with the Administrative Committee of Zhongguancun Science Park (Beijing) led to policy related recommendations on how the Administrative Committee of the park and the Beijing Overseas Talents Center could provide support to returnee-owned firms; research on emergency information requirement elicitation (Yang) was presented to the Cabinet Office in June 2012 and used to support civil contingency planning; research on intergenerational discounting (Freeman) led to a consultation with the UK Treasury in 2013 on social discounting and informed their guidance for public sector bodies ('Green Book').

b. Approach to impact

Impact is central to the Unit's research strategy 'to produce research of a world-leading standard recognised and valued by peer and *non-academic communities*.' To this end the research, while being underpinned by theoretical work, emphasises application. Applied research is carried out in many forms including survey work, interviews, focus groups, action research, decision-aiding and policy analysis. This work necessarily engages non-academic users, in some cases leading to immediate impact. Impact is also created over the longer term through the communication of research findings and the development of relationships with non-academic users.

Impact template (REF3a)

Developing relationships and engaging with key users is actively encouraged with the aim of creating impact. Key routes to achieving this are as follows.

- Staff are actively encouraged to perform research with outside organisations (e.g. internal funding mechanisms prioritise proposals with non-academic user involvement). Examples of research directly supported by outside organisations include work with Toyota Motor Europe (Saker), Ford Motor Company (Saker), BAE Systems (Yang), Chartered Institute of Management Accountants (Herbert and Seal), Society of Radiographers (Coombs), Boots (Hart), Informa (Dani) and Jaguar Land Rover (Champion). Research which is close to practice is also carried out, for instance, Coombs, Hislop and Holland have received funding from the National Institute for Health Research for work on health care managers unlearning; Yang is working on a Knowledge Transfer Partnership project with BAST to develop a clinical trials simulator.
- SBE's Research Centres specifically aim to engage practitioners and policy-makers with the key research themes of the Unit. The Centre for Post Crisis Finance, for example, has active links in the financial sector e.g. key roles in the Personal Investment Authority and European Banking Authority (Llewellyn), and Bank Indonesia (Hall). The Centre for Global Sourcing and Services partners with the Professional Outsourcing Magazine, one of the leading outlets on outsourcing (average circulation in 2011 of 11,159), to disseminate research across the relevant communities.
- SBE funded PhD studentships receive part-funding (up to 50%) from outside organisations wishing to engage with the research, for instance, SIMUL8 (Tako), the Operational Research Society (Doherty and Robinson) and Royal Bolton Hospital (Radnor).
- SBE marketing and communications, under the leadership of the Associate Dean Enterprise (ADE), highlight the very latest research emerging from the Unit. The biannual SBE magazine 'Inspire' is circulated widely, including to SBE alumni. The SBE website, social media and press releases provide frequent updates on research. External events are attended by non-academic users e.g. the launch of the Centre for Global Sourcing and Services in 2012 involved 80% non-academic attendance, as did the Centre's 2013 event on shared services which was sponsored by the Chartered Institute of Management Accountants.
- The Unit's research is highly visible to non-academic users through the University's institutional repository ('LUPIN') which, wherever possible, provides open access to staff publications and is linked to from the SBE website (e.g. staff pages).
- SBE's Strategic Advisory Board is drawn from leading figures in the business and policy communities. Organisations that are represented at a senior level include IBM, PwC, Rolls Royce, Commerzbank and the British Venture Capital Association. Acting as ambassadors for SBE, they harness opportunities for corporate engagement. A sub-group of the Board meets with staff three times a year to identify key users who can engage with the Unit's research e.g. as a result [REDACTED] are now working with Zimmermann on her outsourcing research.
- The Executive Education programme provides an opportunity for staff to meet with managers in organisations and to present their research through the teaching programme. A number of these programmes link directly to research undertaken in the Unit, for instance, Occupational Health and Safety Management (Cheyne), and Automotive Retail Management (Saker).
- The part-time MBA programme, including the International Sports Management MBA, brings managers from a broad range of organisations into SBE (e.g. Severn Trent Water, UPS, Astra Zeneca, British Rowing, British Swimming, Sussex County Cricket Club). They have direct exposure to research through the taught modules and supervision of the final project. Staff are able to build relationships with these key users during their studies (e.g. PEARL case Section d).
- The Unit has contact with over 14,000 alumni, many of whom are working up to a senior level in business and government. The Alumni Council are active in organising events that provide previous students with updates on the Unit's research and an opportunity to network with staff. For instance, at a 2011 alumni event in London three new professors (Oshri, Milne, Robinson) presented their research in an accessible fashion. SBE employs a Development and Alumni Relations Officer who is tasked with developing and maintaining links with alumni.
- Staff are actively encouraged to be involved in conferences, events and professional societies that encompass both academics and non-academic users. Academic staff are given an annual budget of typically around £2,000 for attending such events.
- Staff are encouraged to perform consulting engagements with organisations much of which is based on their research e.g. consulting on occupational health and safety management (Cheyne)

and high street retailing (Hart). Staff are allowed up to 30 days for outside work each year.

The equal importance given to both research and enterprise and the close synergy between them is reflected in SBE's governance and management structure. Formal committees exist for both research and enterprise. The Research Committee is chaired by the Associate Dean Research (ADR) with representation from each of SBE's Discipline Groups and Research Centres, and SBE's Director of Research Impact. Meanwhile, the ADE chairs the Marketing and Enterprise Committee on which the ADR sits. This provides for communication and coordination between the research and enterprise activities of the Unit. Under the leadership of the ADR, the Director of Research Impact is tasked with developing the impact agenda for the Unit. Specific support for engaging with business is provided by SBE's Business Development Manager. Alumni engagement is developed and coordinated through the Development and Alumni Relations Officer.

The Glendonbrook Centre for Enterprise Education is housed in SBE having been established with a £500k donation from Lord Glendonbrook in 2010. The Centre plays a key role in developing an impact culture within the Unit and the wider University. The vision of the Centre is to embed a culture of innovation and enterprise across the University. As part of its offering to staff and postgraduate researchers, the Centre delivers training on how to be an enterprising researcher, running workshops on achieving research impact through non-commercial and commercial routes. The Centre has also formed links with SMEs and large companies which it uses to promote the Unit's research, for instance, at a showcase event with Caterpillar in July 2013.

c. Strategy and plans

SBE's research goal, objective 5 (Impact) is 'to engage more closely with user communities around our research activities and seek to ensure that our research influences policy and practice.' Implementation of this objective is the responsibility of the Director of Research Impact under the guidance of the ADR, and in collaboration with the ADE. Having learnt from previous successes the Unit is striving to further develop the impact agenda through three key components.

Create a Culture of Impact: to ensure staff place greater emphasis on generating impact from their research.

- Run twice yearly workshops/training courses for staff on research impact.
- Annual staff reviews ('Personal Research Plans') to monitor impact activities.
- Impact related activities to be recognised in the SBE workload model.
- Annual assessments of Research Centres and Research Interest Groups (clusters around emerging areas of research interest) to monitor impact activities carried out and planned.
- Proposals for the annual round of SBE funded PhD studentships, sabbatical leave and the development of Research Interest Groups to require details of planned impact activities.
- An annual Dean's Award for Impact to be implemented alongside existing staff awards.
- Continue to support the PVC Enterprise in embedding impact-related activities in staff roles through recruitment and selection criteria, probation requirements and conditions of service.

Creating Impact: to seek direct and indirect routes for generating impact.

- SBE is forming an Institute for Consultancy and Research Application (ICRA). The School has recently acquired LISU ('Library and Information Statistics Unit'), a self-financing unit undertaking applied research and consultancy in the information management domain. The unit, which employs five staff, has specific skills in linking the academic research base with organisations. The aim is to create from LISU a School wide resource (ICRA) that focuses on generating impact from the breadth of SBE's research base.
- ICRA to be specifically tasked with developing impact-based funding bids with academic staff, e.g. Knowledge Transfer Partnerships and National Institute for Health Research projects, alongside engaging with corporate sponsored 'close to market' research.
- Continue to develop links with non-academic users, as described in Section b. For instance, from 2013 all Research Centres are running annual master classes for MBA students.
- Marketing and Communications, under the leadership of the ADE, to communicate research findings to non-academic users through external events, practitioner publications, press releases, and the SBE website and social media.

Impact template (REF3a)

Monitoring, Recording and Reporting Impact. to monitor and record the reach and significance of the Unit's impact, and to report key successes.

- Collect impact data via annual reviews of staff, Research Centres and Research Interest Groups.
- ICRA to monitor and measure impact from contact with organisations, surveys of SBE contacts and publically accessible data (e.g. websites).
- Collect formal evidence of impact from non-academic users where impact is achieved.
- Marketing and Communications, under the leadership of the ADE, to communicate impact stories to staff and non-academic users through press releases, practitioner publications, the SBE website and social media, and external events. A social media specialist is employed in SBE.

d. Relationship to case studies

The case studies *exemplify the approach in Section b* and have *informed the strategy in Section c*.

Shaping Town-Centre Policy and Strategy through Consumer-Based Research. The original work arose from a project funded by Skillsmart, the Retail Sector Skills Council and the Learning and Skills Council. Following this Hart and Stachow engaged with the British Retail Consortium, the Portas Project, Alliance Boots, Argos, Action for Market Towns and the Association of Convenience Stores. They also presented the work at the Association of Town and City Management Summer School (July 2013). *The case shows the importance of communicating and engaging with non-academic users, and the potential for impact-based funding bids.*

Enhancing Effectiveness, Structure and Consumer Protection in Financial Regulation. Policy-makers (e.g. the Financial Services Authority) have sought Llewellyn's research-based expertise. The 'Twin Peaks' model for financial regulation, advocated by Llewellyn, was adopted following the financial crisis in both South Africa (2011) and the UK (2013). In 2011, Llewellyn was appointed to the Banking Stakeholder Group of the European Banking Authority (he is now Chair). *The case demonstrates the importance of Research Centres (Centre for Post Crisis Finance) engaging with non-academic users, in this case policy-makers.*

The PEArL Framework: Facilitating Change. Implementation of Champion's PEArL framework was initiated after a Group Chair at the British Association of Chemical Specialities was taught by Champion on the Loughborough MBA. Continued use of the framework resulted from direct engagement with Jaguar Land Rover and Leicestershire Homeless Shelter e.g. Champion is a member of two JLR Steering Groups. *The case specifically demonstrates the link between teaching managers and impact, and the need for close working with non-academic users.*

Transforming the Approach to Brand Display. The development and implementation of the Toyota Retail System grew out of a long-term relationship with the automotive manufacturer. The system was refined through continuing research with Toyota and obtaining research funding from EPSRC. *The case shows an example of generating impact by building relationships and working with an industry partner, and receiving funding for the research.*

LSCAT: Changing Attitudes and Systems in Safety Management. This case arose from the Royal College of Nursing and DHL reading publications about the toolkit. In the case of DHL this led to a consultancy engagement with the researcher (Cheyne) and a mini-research project. *The case highlights the importance of communicating with non-academic users and engaging with them through consulting and research.*

Influencing Policy, Practice and Professional Education: Shared Service Centres. The impact has arisen from close-to-practice research funded by the Chartered Institute of Management Accountants (CIMA) and the discussion, testing and dissemination of findings through the CIMA-Loughborough Shared Services Forum. *The case highlights the importance of communicating and engaging with non-academic users, and the potential for close-to-practice research funding.*

Improving Production and Logistics Operations in the Steel Industry. The impact arose from long-term collaborative research with Baosteel (China). Around 2005 the company management identified four bottleneck areas across the production and logistics system. Having developed the relationship with the research team, Baosteel engaged them in implementing decision support systems that led to the impact. *This case demonstrates the importance of applied research with outside organisations.*

