

Institution: University of Brighton
Unit of Assessment: C19 Business and Management Studies
a. Context

Mission: Our mission over the last 25 years has been to deliver translational research that has a direct and observable impact on the performance of professional practitioners and partner organisations in industry and the public sector. A strategic emphasis on the co-production of knowledge with users has been a feature in all our previous RAE returns. During the current census period we have deepened and broadened our interactions with users through a series of strategic decisions and actions to convert our research results into saleable 'products and services' that are grounded in the research environment of our three research centres.

Users: Our research products and services are designed to have impacts, in the UK and internationally, on a broad base of users such as private corporations (Barclays Bank, American Express), public bodies (the Brazilian Development Bank, the Tanzania government, the Ministry of Defence, North West Ireland Health Authorities), non-profit organisations (Fundación Chile) and professional bodies (Association of Chartered Certified Accountants, Chartered Institute of Personnel and Development). In addition, over 1,500 SMEs in south east England have been direct users of products based on our research.

Beneficiaries: These diverse user groups result in a wide range of beneficiaries from our research and include: managers and employees in large private businesses; decision makers in public bodies; SME owners, shareholders and employees; development professionals working in developing countries; members of professional bodies; innovation trainers and consultants, and; students on postgraduate courses.

Types of impact: Our research addresses major economic and social challenges. Types of impact include: enhanced innovation management; improved managerial capabilities for addressing organisational disruption; changed corporate and professional attitudes concerning employees and customers; increased turnover and gross profits for small businesses; improved access to public debate, and; new education and training materials concerning innovation for use by business managers, professionals, employees and students.

b. Approach to impact

Strategy for impact: In 2009 we established a Brighton Business School (BBS) working group on economic and social engagement (EASE), which produced:

- An in-depth assessment of our core capabilities and relevant market opportunities
- BBS EASE strategic plan to ensure that our research provides sustainable 'pathways to impact' that meet the requirements of the University's Corporate Plan
- strategic targets to introduce one major new 'product' each year, upgrade existing products at least every two years, earn at least 25% of revenues from outside the EU, improve user ratings by 5% each year for five years
- recommendations to the BBS's management team to extend the existing portfolio of EASE 'offerings' that were research driven, ethically sound and practice oriented

The BBS adopted and implemented the recommendations and strategy of the EASE review, allowing us to achieve our mission to generate translational research by developing innovative new products, strengthening partnerships and networks, and broadening our user base. The review's targets have been achieved and a number of the products and services now marketed through our websites (centrim.mis.brighton.ac.uk/) have been strategically advanced to become international in their reach; examples include the Profitnet programme and the Innovation Management training course (REF3b [1,3]).

Key products and services: The wide range of BBS 'offerings' are:

Management tools and techniques: Six diagnostic audits are available, including tools for auditing 'Innovation Capability', 'Readiness to Innovate Assessment', and 'Innovation for Competitive Advantage'. Sixteen organisations have taken advantage of our tools and techniques

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during this assessment period in order to improve their competitiveness through better innovation management, including: Danfoss, Novo Nordisk, Mars Chocolate and Beiersdorf.

Knowledge Transfer Partnerships (KTPs): We have had 15 KTPs during the census period with graduates working under the supervision of BBS academics to apply our innovation management and marketing tools and techniques in private business and NGOs, including programmes in the UK with Kingfisher Wood Products, Firetesting Technology, Link Romania, and Blond McIndoe Research.

Learning Networks: Since 2008, 35 learning and experience-sharing networks of the Profitnet programme devised by CENTRIM have been operating in south east England, Ireland and South Africa. This programme has reached more than 1,000 SMEs that enhance their learning and profitability by sharing knowledge. In another network initiative, over 500 SMEs in the local Brighton and Sussex cluster of creative/digital industries have engaged in our AHRC funded FUSE project to share knowledge via workshops, conferences and social media.

Training and Education Programmes in Innovation Management: Training programmes run by UoB certified trainers, such as the Innovation Intervention Development Programme and the Managing Innovation Programme (REF3b [3]), improve the management of innovations amongst managers, innovation trainers and consultants. Programmes have been run with companies such as Abbott Laboratories, Cisco Systems, IBM, Johnson Controls and Liberty Mutual. During the census period, the programmes have been run in over ten countries by 54 certified trainers with over 5,000 managers attending.

Management Workshops: Specialist workshops, such as the Innovation Strategy Workshop, aimed at senior managers, employ advanced techniques and processes that enable new ideas to be found, selected and transformed into action programmes. They have been used in countries such as Chile and Tanzania, by companies including Crisalerias Chile, Air Tanzania, the Dar Es Salaam Port Authority, Tan Diaries, Katana, and Tanzania Cigarettes Coy.

Action Research and Learning Programmes: Combining organisational development techniques with action learning, these programmes facilitate strategic change across partner organisations and challenge existing practices and attitudes amongst managers. The work is client-led and has components of consultancy, but with an active research agenda running alongside the interventions it generates wider knowledge and facilitates change. Such programmes have been commissioned directly by Barclays Bank, the London Probation Service, the Equality Commission for Northern Ireland and the UK Ministry of Defence.

Partnership Programmes: We have established partnerships with a range of institutions that link research to the customised development of practice in order to address key organisational challenges, including: developing leadership skills, improving lines of communication and developing training initiatives. These help employers capitalise on the talent of existing employees. Current partners include Southern Water and Chailey Heritage School.

Empowering staff to deliver impact: In each BBS research centre, staff are encouraged to maximise their impact by a regular review process that is compulsory for all funded projects and is undertaken by the centres' management team who look for opportunities for prototype development of a project's products and services and identify any necessary resource implications. When opportunities are identified, mentoring is provided by a senior member of staff. The BBS communications professionals and multi-media technicians assist in the preparation of marketing material, press releases, and the production for each centre's website of films and YouTube clips. They also support staff, who organise events to communicate research results to the public, such as ESRC Festivals of Social Science seminars on 'the ageing of the workforce' and 'youth unemployment'. Dissemination of findings to policy forums and NGOs are also designed to achieve impact and include presentations to the Equality and Human Rights Commission, the European Trade Union Institute, Eurostat, and the European Central Bank for Reconstruction and Development.

Institutional support to support impact delivery: Impact activities and the benefits accrued are captured and monitored by the University's EASE Department. In 2011, EASE with its 51 support staff, joined with the Research Office to become a single department to further advance the process of bringing fundamental research to market and exploiting business opportunities. EASE has appointed a Business Development Manager (BDM) to work closely with BBS staff on the

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management, marketing and operation of the Profitnet programme, thus allowing research staff to concentrate on evaluation, training of facilitators, and the further development of the scheme. Impact engagement and delivery is now included in the professorial promotion criteria from July 2013, where professors must demonstrate that their research has 'substantial impact beyond the university'.

c. Strategy and plans

Future ambitions: A review in 2013 of the BBS EASE strategic plan has identified the following priority actions to support the ongoing delivery of the plan in order to strengthen the impact of our research in future and ensure it is embedded in our research environment:

- to enhance existing products and services by working closely with the BBS BDM to extend the current overseas agent networks, especially for Profitnet
- to develop new innovation management products where user ratings indicate we have niche expertise and increase the number of certified trainers to deliver courses
- to combine the strengths of 'Change and Innovation Management' through the launch of flexible learning products combining training, academic credits and a new MSc.

As a consequence of our internal review, the BBS Research Strategy Committee intends to update our current EASE strategic plan in 2014 in order to dovetail with the university's new corporate plan and impact initiatives (see below). The new EASE plan will include ways to promote and disseminate our flagship practice of relevant research in the areas of 'fairness at work', 'innovation' and 'entrepreneurship' to key policy and professional stakeholders. We also will assess how to adapt different approaches to impact so they are better suited to Mode 1 research (curiosity driven) as well as Mode 2 research (problem oriented).

The university is also investing in strengthening its support infrastructure, incorporating impact targets into research planning and training researchers to pursue impact opportunities.

Strengthening the infrastructure: The university will be appointing an impact policy officer in 2014 to support the collection of evidence for REF2019 and guide decisions on impact initiatives. A new Intellectual Property Policy was introduced in 2013 to support enterprise growth and creation, which will stimulate the further commercialisation of BBS products and services as a route to gaining both income and impact.

Embedding impact into institutional planning: EASE financial targets, including collaborative R&D programmes and intellectual property income, are now included alongside research income targets and monitored by the BBS Dean. EASE impact activities and metrics are reported bi-monthly to the university's Business and Community Committee and then to the Board of Governors. The research centre leaders will work with the EASE office to develop robust and measurable key performance indicators of impact activity that become part of the local annual Budget Centre Planning cycle and then the development and monitoring of the new University Strategic Plan from 2015.

Training of researchers: From 2013, the university has ensured that postgraduates and Early Career Researchers (ECRs) can receive formal training on embedding impact both through formal PGR training programmes and in modules offered at the *Future's Bright* Annual Conference for ECRs (REF 5). In 2014, ECRs and all researchers will be asked to provide an impact plan for internal research investment schemes.

d. Relationship to case studies

REF3b [1] (Profitnet) and REF3b [2] (Change Management) draw upon a tradition of research and products within BBS around action learning and learning networks. They create learning networks where participants (SME owners in the case of Profitnet, and managers in the case of Change Management) can draw upon research, academic expertise and their fellow participants to achieve their goals. In the Profitnet case study, companies focus on using our products to expand their revenues and increasing profitability. In the Change Management case study the focus is on improved efficiency and effectiveness of management processes. REF3b [3] (Managing Innovation) illustrates how, through partnership with a top private training company, academic research can reach an international audience.