

<b>Institution: Coventry University</b>
<b>Unit of Assessment: 19</b>
<p><b>a. Overview</b></p> <p>The Coventry Business School (CBS) operates as an integral part of the Faculty of Business, Environment and Society. This submission focuses on two core themes: <b>Trust and Wellbeing</b>, and <b>Sustainable Business and Communities</b> both demonstrating our commitment to develop distinctive expertise and encourage interdisciplinary research.</p>
<p><b>b. Research strategy</b></p> <p><b>Overall achievements:</b> The objectives set in RAE2008 have been exceeded with 16.6 FTE being submitted to this Unit (7.2 FTE in 2008). Research income has grown to £1.6 million (from £39,573 in 2008) and research student numbers have increased to 43 FTE (22.5 FTE in 2008) during the census period. Investment has been made in additional research posts (11.9 FTE) and in the physical environment provided for research staff and students (£5 million refurbishment of the Research Centre). Research across the Unit is multidisciplinary and has made leading contributions in emergent areas such as trust in the context of Human Resource Management (HRM), consumers' perceptions, ethics and behaviour in relation to food, and the role of low carbon automobiles in industrial policy and economic growth.</p> <p><b>Trust and Wellbeing: Research achievements</b>  <b>Members: Ali, Carrigan, Kipnis, Nienaber, Omoteso, Popplewell, Rodgers, Skinner, Smith, Stewart, Tanna, Worrall.</b></p> <p>The theme of trust and wellbeing covers three main areas of research: employee wellbeing; organisational response to change; and corporate social responsibility and consumers.</p> <p><b>Employee wellbeing:</b> The Unit has made a significant contribution to research in employee wellbeing, in particular in the emerging area of trust and human resources. <b>Skinner</b> has challenged the widely-held assumption that trust is always beneficial in organisations. Her work has re-defined the research agenda in this field, seeking to better understand the negative aspects of trust [DS4]. Her large scale pan-European research study of employees' trust within organisations has provided previously missing comparative research into organisational trust [DS3]. The Unit has long-standing research expertise examining work-life balance. <b>Skinner's</b> use of capabilities theory has offered a new perspective on the careers of senior women and men in human resource management, highlighting the importance of family for both men and women [DS1]. <b>Carrigan's</b> novel research on "mumpreneurs" has addressed a knowledge gap, having investigated women's experiences of combining self-employment with non-work responsibilities. Her research has added depth to entrepreneurship research, which questions the split between family and entrepreneurship. She has demonstrated that "mumpreneurs" were able to establish businesses at a scale to fit in with their other non-work commitments [MC3]. <b>Worrall</b> is unique in the wellbeing field, having carried out longitudinal research on the quality of work-life (QWL) over a 20-year period. <b>Worrall</b> has validated earlier theoretical understandings of leadership styles and managerial behaviour through empirical analysis of their impact on employee motivation and satisfaction. He has developed a new understanding of the emerging theoretical concept of employee engagement and of how levels of engagement can be increased [LW2]. In this census period he has extended the focus to two other countries, Australia and Malaysia, providing the only large-scale time-series comparative database on the changing nature of QWL. <b>Stewart's</b> research has explored current understanding of the term "Human Resource Development" (HRD), highlighting inconsistencies in the definition between academics and practitioners and exploring the overlap between organisation development, coaching and HRD [JS2]. His work was the first to trace the origins of the term "Human Resource Development" within academic and professional literature and its historical development within the wider contexts of professional and policy-level developments in the UK [JS3].</p> <p><b>Organisational response to change:</b> The Unit has researched organisational responses to change in regulation, finance and technology. <b>Tanna</b> has employed datasets drawn from banks and country level sources to produce novel analyses of the impact of corporate governance on the efficiency of UK banks [ST3] and of the influence of the regulatory framework on EU bank mergers and acquisitions [ST4]. His research on banking regulations and efficiency has provided important cross-country analysis on the impact of the Basel II regulatory framework [ST1]. <b>Smith</b> received</p>

international praise for his research on the stability of the Canadian banking sector following the 2007-08 financial crisis. His historical analysis has addressed a knowledge gap by examining the politics of banking in the 50 years after the creation of the Canadian federal state, arguing that Canada's 1871 banking law lay the foundation of Canada's distinctive banking system and suggesting other countries would do well to emulate the basic principles embodied in this law [AS3]. His research into the Canadian Confederation has provided a novel reinterpretation of its origins by emphasizing the role of British financiers in the draft of the 1867 Canadian constitution [AS1] and has refuted an argument in the current literature about the ideology of the creators of the Canadian federation [AS2]. **Rodgers** has examined the impact of the financial crisis of 2007-08, focusing on the housing market. His research extends existing knowledge by identifying where financial/economic extreme events can influence the nature of the monetary transmission mechanism [TR4].

**Popplewell's** research has identified how SMEs respond to change in the external business environment. SMEs are increasingly vulnerable to being excluded from the supply chain as a result of the introduction of sophisticated and expensive commissioning systems by Tier 1 suppliers. **Popplewell** has developed a system to support online collaboration of SMEs. His research has included an investigation of organisational risk, particularly in online collaborative networks. He has applied established risk factors and analytical tools to new primary data, to give a rigorous understanding of the relationships between risk factors [KP2,3,4]. This understanding has formalised a framework of risk interaction which has been incorporated into a set of tools supporting the supply-chain, through an EU-funded FP7 project, SYNERGY (see also REF 3a). Other members of the Unit have researched different aspects of the supply-chain, and have developed and extended existing models, for example **Ali** [MA2,4] and **Nienaber** [AMN1].

**Corporate social responsibility and consumers:** The Unit informs and influences debates on corporate social responsibility (CSR) and consumer behaviour. **Carrigan's** research on CSR has established that small organisations can foster societal change toward more sustainable modes of living [MC2]. Traditionally CSR discourse has focused upon global communities and multinational corporations but **Carrigan** has shifted this to include CSR within SMEs and local communities. Her research demonstrated that, in acting as a 'community network', consumer activists and small firms can change communities to encourage more sustainable behaviour in consumption. **Kipnis** has used consumer ethnocentrism as the theoretical framework to research the impact of different cultural branding strategies on consumers in different socio-political contexts [EK1,2,3]. As part of an international collaboration (with Baylor, New Mexico, Rutgers, and Strathclyde), **Kipnis** has developed a theoretical model to explain the implications of cultural branding and advertising in national markets that differ in their approaches to management of diversity [EK1]. She has investigated whether positioning strategies of foreign brands that integrate both foreign and 'localised' dimensions of country-of-origin appeal to consumers, being the first to identify two factors (respect for local traditions and contribution to local community) which positively affect pro-ethnocentric consumers' perceptions of foreign brands [EK2].

### **Sustainable Business and Communities: Research achievements**

Members: **Berkeley, Berlan, Donnelly, Jarvis, Kneafsey, Moraes, Sissons**

Research in this theme is underpinned by critical engagement with consumers and end-users. Research findings are routinely shared with the subjects to validate and refine understanding, providing a rigorous framework from which national and international comparisons can be drawn and policy debates influenced. Research uses one of two approaches, either research is carried out as a direct result of policy intervention, to understand and challenge the impact of policy on citizens and organisations (a "top down" approach) or, the research is co-developed and co-delivered with consumers to inform and influence new policy (a "bottom up" approach). Examples of these two approaches are provided below.

**Economic development, industrial policy and sustainable economic growth:** **Berkeley** and **Jarvis'** research is policy-driven, an example of the "top-down" approach in this theme. For example, they have provided a unique perspective on how a change in government and ideology, coupled with the ending of public funding programmes and the financial crisis, combined to leave neighbourhood regeneration in England at a crossroads in 2010. They undertook policy-focused collaborative research with practitioners and stakeholders to provide a framework for the future of neighbourhood regeneration [DJ2]. This framework has since been validated through new

evaluative research, two-years on [NB4]. Research has been extended to examine in depth and over time how one area has delivered neighbourhood regeneration in a period of austerity. This longitudinal research has explored the political, social and economic consequences of the withdrawal of a government-supported regeneration programme and has provided transferable policy lessons [NB3]. **Jarvis** and **Berkeley** have used empirical research in a disadvantaged neighbourhood to evidence the cruciality of community engagement for sustainable neighbourhood regeneration [DJ3]. They have considered new insights within the sustainable communities framework developed by Sir John Egan and identified lessons for policy makers. **Sissons'** research links labour market experiences to the process of sustainable economic growth. This includes developing a model of the transmission of joblessness from men to women, and identifying the determinants of employment outcomes for those in ill-health [PS1,2].

**Berkeley** and **Jarvis** have provided an original perspective on the potential economic opportunities for traditional manufacturing regions as regulation and policy present new opportunities in the emergent low carbon vehicle (LCV) sector [NB1]. Drawing upon research conducted in the West Midlands they applied models such as 'Open Innovation' to describe how a shift from volume to niche vehicle production requires a transformative shift to new technologies and business models. However, this shift needs to be underpinned by a new approach to knowledge sharing and collaboration between stakeholders. **Berkeley's** critique of UK government policy to stimulate the LCV market argued that, despite a raft of policy initiatives, consumer demand for LCVs remains sluggish and that there needs to be a greater emphasis placed on demand stimulus measures [NB2]. **Donnelly** was one of the first to research the Chinese automotive industry. His research is innovative in being situated in the theoretical constructs of development studies, the role of foreign direct investment in emerging economies and the implications of industrial policy. He draws comparisons between the Chinese, Japanese and South Korean policy approaches in developing a national auto industry [TD1].

**Perceptions and behaviours of producers and consumers:** **Kneafsey's** research uses a "bottom up" approach, that of co-production and co-delivery with consumers. She is acknowledged to be one of the leading academics researching the "reconnection" of food producers and consumers [MK3]. Her collaborative research on the motivations to participate in community-supported agriculture (CSA) was one of the first national and international case studies of a UK CSA [MK1]. It was also one of the earliest papers to demonstrate a link between involvement in 'alternative' food networks and changes to consumer behaviour and understanding. **Kneafsey** was one of the first to provide a conceptualisation of food networks using the theoretical 'ethic of care' framework. Her research, over a three-year period, was undertaken in collaboration with six food schemes that had a "connection" between the food producers and the consumers [MK2]. She was also the first directly to examine consumer perception and understanding of the concept of 'food security' in the UK [MK4]. **Moraes** has used conceptual approaches as well as qualitative and quantitative methodologies to study ethical and sustainable consumption behaviour in local communities. Her research has examined the power tensions caused by the interplay between marketing players, their practices, and ethical consumers [CM2]. Her research has challenged previous theories of consumer resistance, highlighting the outdated and dualistic use of marketing terms and roles (e.g. "consumers" and "producers"). **Moraes** has pioneered a more flexible classification of "collective consumer resistance" that provides a novel perspective on alternative consumer behaviour. She has demonstrated that such communities were more interested in being entrepreneurial than in acting against consumer culture or markets [CM1,3]. **Berlan's** research has challenged public perceptions of producers in developing countries. Her research on fairtrade cocoa producers, for example, contrasts the representation of Third World farmers in fairtrade marketing campaigns with data drawn from her longitudinal studies and has shown the disparity between global assumptions and local perspectives on production and consumption [AB2]. **Berlan's** research was the first to provide a detailed contextualisation of child labour on cocoa farms in Ghana. She has argued that because of long, socio-historical antecedents, a grassroots, rather than a top-down, approach is best suited to tackling child labour, and that policy interventions should support the rights of women, especially those who experience marital breakdown [AB1,3].

#### Future Strategy and Plans

Building on the established themes of **Trust and Wellbeing**, and **Sustainable Business and**

**Communities** the future strategy focuses on furthering understanding and adoption of socially responsible and sustainable behaviours within and between organisations and their stakeholders. The following identifies the key research plans for each of the two themes:

**Trust and wellbeing: research plans**

**Employee wellbeing:** Research on trust will investigate ways in which the public perceptions of trust affect employees within organisations. Research on trust will investigate ways in which the employees' perceptions of changes affects trust within organisations. The Unit has commenced work with fire and police services, and are in discussions with the ambulance service to research the impact of austerity on organisational trust for new and experienced employees. The research will compare public sector workers from different sectors, including local government, health care and the emergency services. This research is significant, in light of the recent adverse media about several services in the public sector. Research into the "dark" side of trust will be extended by, for example, examining how people process cues of trustworthiness and how they understand and interpret both trust-related language and actions. Building on the longitudinal research carried out by **Worrall** on the QWL, further surveys will be undertaken, with funding already secured from Simplyhealth. The research will be extended to include a Nordic comparative study. Research in human resource development will focus on international comparative research to examine incivility in organisations (with Callahan, Drexel University, USA).

**Organisational response to change:** Existing research into banking industry consolidation and performance will be extended to examine how risk-taking incentives can be controlled through better design of taxation and regulatory policy.

**Corporate social responsibility and consumers:** Future research will empirically test the relationships between 'brand local integration' (BLI) and consumer ethnocentrism, exploring the BLI effect across several product categories. Further research will be conducted into consumer country-of-origin-based product bias in emerging economies to explore whether Western consumer brand attitudes and ethnocentric tendencies are moderated by BLI. Other research, in association with Responsible Jewellery Council, will identify how to embed socially responsible business practice in industry through the development of training programmes for SMEs in the Jewellery industry.

**Sustainable business and communities: research plans**

Plans are to give increased primacy to the voice of the end-user in all aspects of research but ultimately to ensure policy is better informed. In line with this strategy, the Unit has made two recent appointments that have a strong research focus on user-engagement methodologies; future recruitment will support this objective.

**Economic development, industrial policy and sustainable economic growth:** Research will be undertaken into the behaviours and changes needed to ensure sustainable futures. Specifically it will examine the routes to normalising sustainable consumer behaviour for example in the adoption and use of low carbon technologies. In doing so, user panels will be established for drivers and industry representatives to give primacy to their voices in order to inform and shape research on low carbon vehicle adoption. The Unit will also apply two innovative approaches: modelling (simulation and gamification to test and validate assumptions); and real-world trials to engage end-users in the research. This will be supported through the appointment of staff with predictive-modelling and 'big data' expertise and using the University's High Performance Computing facilities (see section e). Research on low carbon vehicles will be extended to investigate sustainable transport in a rural setting, a research area that has been hitherto ignored. Funding has been secured from Defra for a collaboration between Greenwatt, Warwickshire County Council, the Local Economic Partnership and the Unit to trial the use of electric vehicles in 10 rural businesses over an 18-month period. Funding has also been secured from the Regional Studies Association to compare and contrast the development of the low carbon vehicle sector in three European regions (Italy, Poland and UK). Economic concerns, differing regulatory practices, policy drivers, and the response from public and private stakeholders, will all be investigated to aid in the development of this sector at a regional level.

**Perceptions and behaviours of producers and consumers:** New research will be undertaken on urban and peri-urban food chains as part of the recently launched FP7 'FoodMetres' project with leading universities in the Netherlands, Germany, Italy, Slovenia and Kenya (2012-15).

International collaboration in food chain research will also be funded through two, new, FP7 projects due for launch in late 2013 (TRADEIT and RICHES) and the Cost Action TU1201 on urban allotments involving 23 EU member states and associated countries. (2012-2016).

### c. People

#### Staffing strategy and staff development

**Staffing strategy:** The Unit strategy over the next five years is to increase the number of research staff and to double the number of staff submitted to this UoA in the next REF.

**Sustainability:** Investment has been made in research capability and capacity, including research only appointments to provide leadership (**Carrigan, Stewart, Worrall**). Mid- (**Ali, Omoteso, Moraes, Nienaber**) and early career appointments (**Kipnis, Sissons**) have been made to expand research capacity and to create a sustainable research environment. Research Assistants are employed to support the work of senior academics. Additional capacity is provided through Emeritus Professorships (e.g. Noon, Farnell and Collis).

**Equality and diversity** is monitored through regular equal pay audits. In the most recent audit the Gender Pay Gap for Academic Staff at Coventry was 2.81% against 13.5% for the HE Sector (ECU, 2010). Coventry University is a member of the Athena Swan Charter achieving the Bronze Award in 2013. It is a Stonewall Diversity Champion. Processes are in place to support staff returning from absence e.g. maternity leave 'keep in touch' policies, phased return following sick leave and those who need flexibility through a formal Location Independent Working policy.

**Research ethics** is managed and ensured through a research ethics governance framework, led in the Unit by **Carrigan**.

**Support for career development:** The University is using the nineteen agreed measures of progress to implement the principles of the **Concordat** and was awarded the European HR Excellence in Research Award in January 2013. The majority of staff in the Unit are on continuing contracts and all staff have a formal annual appraisal process. These discussions include teaching workload, publication, income targets, staff development and conference attendance requirements. There are defined progression routes linked to the formal annual appraisal process and an open promotion scheme (there are no budgetary limits or quotas) based on achievement against clear published criteria, plus external peer review for senior posts. (e.g. **Kipnis**, Senior Research Assistant to Senior Lecturer; **Tanna**, Senior Lecturer to Principal Lecturer; **Kneafsey and Jarvis**, Senior Research Fellow to Reader; **Berkeley**, Professorship). Staff research is encouraged through extensive funding support (£480k during the census period) for fieldwork, conference and workshop attendance for presentation of papers, and for representation at significant national and international conferences.

**Early career researcher support:** All Professors and senior researchers mentor more junior colleagues. The Faculty has funded activities such as writing and bidding retreats and it also provides competitive 'seed corn' funding each year to support the development of research ideas (approximately £30K available each year).

**Protected research time and sabbaticals:** All lecturing staff have protected scholarship time of five weeks per year, plus individual research allowances, which reduce teaching contact time. Researchers with external research or consultancy funding can use some of the funding to obtain part-time lecturing cover for teaching. New staff are given reduced teaching loads in their first year to enable them to establish their research. Staff can apply for funded 12 week sabbaticals, each year, which are awarded competitively on the basis of a research proposal (e.g. **Kneafsey, Tanna**).

#### Research students

**Strategy:** Research student numbers will increase to 60, through the expansion of the number of internally and externally-funded studentships. The Faculty has awarded 32 full-time Business and Management studentships since 2008 to build research capacity and to support research supervision among early career staff.

**Research environment:** Research students are co-located with research groups within a dedicated research centre building. They are an integral part of the Unit's vibrant research community. They participate in internal and external conferences, workshops and seminars designed to build confidence and to develop experience of academic engagement. For example,

research students in the Unit have established a student-led social science discussion group, providing a peer-to-peer network to share learning and best practice. Research students are supported by a dedicated member of the Faculty Deanery, the Director of Postgraduate Programmes, and two Postgraduate pastoral tutors.

**Research training and development:** Staff and student research symposia and seminars are organised to provide opportunities to present papers or posters in addition to being exposed to the latest developments from external researchers. The best research student posters and papers, at Faculty-level, are awarded financial prizes; the students go forward to the University-level event where again the most impressive contributions are awarded financial prizes. Facilities to support students include the Statistics Advisory Service provided by Sigma (the award-winning Mathematic Support Centre), the Centre for Academic Writing (for constructing discipline-specific arguments and writing styles), Skills Development Programme (developing research-specific, professional and career skills); Careers, Employability and Enterprise Programme, and the Global Leaders Programme (help in developing a global network). Students in the Unit receive training in relevant qualitative analysis packages, such as NVivo. They are trained to use new forms of media, such as Twitter and LinkedIn, to support the dissemination of their research. For example, one of the Unit's research students' research-based blog, on the socio-cultural influences on low carbon motoring, has featured in leading American automotive magazine, *Road and Track*.

**Monitoring and supervision:** There is a robust and effective doctoral training programme. All research students have a formal review every 12 months; progression depends on what has been achieved in the preceding stage. Milestones and 'deliverables' include mandatory induction and research methods training, a selection of subject-related courses in the early stages, the production of draft thesis material and, in latter stages, conference papers. Reviews of progress involve a chair and subject expert – both independent of the supervisory team – and take the form of a mini viva. Outcomes are logged in the student records system. Supervision is by experienced teams (usually of three staff who must have a record of successful completions), and meetings with students occur regularly. Supervisors are required to attend introductory and follow-on training. Students are encouraged to take additional, voluntary modules where appropriate; many students undertake undergraduate teaching, within prescribed limits, and are then required to pass the 'Introduction to Teaching in HE' module.

#### d. Income, Infrastructure and Facilities

##### Income

The Unit's income has increased 40-fold, from £39.6k to £1.6 million, during the census period. Examples include: **EU** (£932k): FP7 'OPTIMISM', defining future sustainable mobility patterns of transport based on social behaviour analysis and 'Short Food Supply Chains', researching the state of play of short food chains in Europe (**Kneafsey**). **Research Councils** (£34k): an ESRC-funded research seminar series on trust (**Skinner**). **UK charities** (£226k): funding from the Oxfordshire Voluntary Sector Development Partnership to research the contribution of the churches and other faith groups to Oxfordshire's communities (**Jarvis**) and Joseph Rowntree Foundation funded research in collaboration with the Policy Studies Institute on employment, pay and poverty (**Sissons**). **UK government** (£330k): the low carbon vehicles project, CABLED, funded by TSB (**Berkeley**). **Industry** (£30k): funding from Severn Trent statistically to analyse the economic impact of the organisation on their geographical reach (**Jarvis**).

**Project funding and management support:** The University's Business Development Support Office (BDSO) provide support for all aspects of research bidding, funding and project management, For example, **Kneafsey** was supported in identifying collaborative partners, and in drafting and submitting her successful FP7 bid, 'FoodMetres'.

##### Infrastructure and facilities

**Dedicated research space:** At the start of the census period researchers and research students were distributed in separate locations across the campus. Our plans for a more multidisciplinary approach led to their relocation into one research centre building in 2012, located close to the Business School, in order to encourage wider exchange of ideas. The University has invested £5 million in the centre to provide fully networked, open-plan accommodation for research staff and research students. This dedicated space has created a vibrant research community, facilitating interdisciplinary collaboration and approaches to research proposals, as well as providing facilities

to host training workshops, research seminar series' and visiting researchers. Facilities include video conferencing, meeting, teaching and seminar rooms, social space, quiet space and hot-desking for visiting academics. There are conference facilities at the adjacent University Technology Centre to host events e.g. the *Regional Studies Annual Policy Conference* (2009) and *Food from Here* (2013).

**Faculty research office:** A dedicated team provide support for research staff and students. This includes event management, marketing, promotion and website development, budgetary control and procurement. Research support staff are also located in the Research centre working alongside the academics in developing new research proposals, managing projects, and implementing dissemination activity and impact plans.

**Other facilities:** Unit staff and research students use a range of statistical and analytical tools to conduct their research, such as NVivo software, to analyse qualitative data collected, for example through interviews and from social media; and the University's cutting-edge high-performance computing (HPC) facilities for analysis of big quantitative data sets.

#### e. Collaboration or contribution to the discipline or research base

**Support for collaboration and interdisciplinary research:** The University funds research travelling fellowships of up to £10,000 per year to develop collaborations with international research universities or organisations (e.g. **Kipnis**' work with colleagues in the USA). The funding enables the researcher to spend an extended period of time overseas developing the collaboration through joint fieldwork, bidding for funding or publishing. The University funds an international visiting professor scheme which has facilitated extended visits by eminent overseas researchers, helping to increase the vibrancy of the research environment and encourage the exchange of research ideas and methods. Examples include: den Hartog, Amsterdam (Trust); Callahan, Drexel (HRD); Pullig, Baylor (Branding); and Weibel, Konstanz (Trust).

**Examples of academic and industry-led collaborations:** **Skinner** was instrumental in the development of several research collaborations including the ROCOT group, a 10 year collaboration which focuses on researching trust within and between organisations (den Hartog and Six, Netherlands; Gillespie, Australia; Weibel, Germany; Hatzakis, Brunel and Transport for London). She was also heavily involved in the establishment of FINT (First International Network on Trust) a global, cross disciplinary network of researchers which organises annual international conferences on trust (the 2014 conference will be hosted by Coventry). **Jarvis** is collaborating as part of the FP7-funded project 'Mobilising Institutional Reforms in Research and Innovation Systems' (MIRIS) with 11 partners drawn from six EU states. The project aims to understand the current low level of participation in the European Research Area amongst the EU13 countries, specifically through the Framework 7 programme. The project will provide enhanced data and insights to improve scientific innovation and economic performance in Europe. **Berkeley** was a key partner in a consortium of businesses (JLR, Tata, Mitsubishi, EoN, Arup), academia (Birmingham, Aston) and local government bodies which delivered a unique public trial of electric vehicles. **Jarvis** is the only academic member of a BIS National Sustainability Thematic Advisory Group which was convened to evaluate sustainable development and low carbon issues within the 39 LEP Structural Investment Fund Strategies for the period to 2020. **Sissons** has been appointed as a Visiting Research Fellow for the UK Commission for Employment and Skills.

**Examples of interdisciplinary collaborations:** **Kipnis**' FP7 project 'Grasping the Links in the Chain: Understanding the Unintended Consequences of International Counter-Narcotics Measures for the EU' (LINKSCH) is a cross-disciplinary collaboration including geographers, legal specialists, marketing specialists and political scientists from the UK, France, Germany and the Netherlands. The project will complete a comparative study of two major drug markets, cannabis and heroin, through the prism of the transit chains operating between Central Asia and the EU and those between North Africa and the EU. **Kneafsey**'s project on re-connecting consumers and producers through alternative food networks was a collaboration with Warwick, Birkbeck and Hull. Her Defra-funded research funded by Defra involved collaboration between geographers (Coventry), sociologists and statisticians (Warwick) resulting in a number of cross-disciplinary outputs. Her FP7 project, 'FoodMetres', on planning for urban and peri-urban agriculture in metropolitan regions, is a consortia of 18 partners from six countries (UK, Netherlands, Germany, Italy, Slovenia, Kenya).

**Examples of reviewing for grant awarding bodies:** **Berkeley, Carrigan, Jarvis, Kneafsey,**

**Stewart and Worrall:** ESRC. **Carrigan:** Marsden Funding Council (New Zealand); **Kneafsey:** European Science Foundation and Canadian Social Sciences and Humanities Research Council; **Stewart:** Higher Education Academy; **Worrall:** Australian Institute of Management (AIM) and Israel Science Foundation.

**Examples of editorial board responsibilities:** **Carrigan:** Board Member the *Journal of Social Marketing*, *International Marketing Review* (recognised as a Top 10 Reviewer in 2008) and *Journal of Marketing Communications* and Co-edited Special Editions of *European Journal of Marketing* and *Journal of Marketing Management* (2012,2013). **Donnelly:** Editorial Committee of MIBES (Management of International Business and Economic Systems) and Associate Editor *Dictionary of National Biography* (OUP) focussing on Business, Management and Engineering. **Worrall:** Associate Editor of *International Journal of Management Concepts and Philosophy*; Editorial Board *Personnel Review*; Associate Editor of the *Electronic Journal of e-Government*. **Berkeley and Jarvis:** Co-editors of Special Issue of *Local Economy* (2012); **Kipnis** Co-edited Special Edition *Journal of Marketing Management* (2010). **Stewart:** Editorial Board of *Human Resource Development International*, *Human Resource Development Quarterly*, Co-edited Special Editions *Journal of European Industrial Training* (2008, 2011). **Skinner:** Co-edited Special Edition *Management and Organization Review* (2008).

**Examples of journal reviewing:** *British Journal of Sociology* (**Moraes**), *Environment and Planning A* (**Berkeley, Jarvis, Kneafsey**), *European Journal of Marketing* (**Carrigan**), *European Journal of Operational Research* (**Tanna**), *International Journal of Research in Marketing* (**Kipnis**), *International Small Business Journal* (**Carrigan, Worrall**), *Journal of Advertising Research* (**Moraes**), *Journal of Business Ethics* (**Carrigan, Moraes**), *Journal of Management Studies* (**Worrall**), *Journal of Public Policy and Marketing* (**Kipnis**); *Regional Studies* (**Worrall**).

**Examples of invited keynotes and lectures:** **Berkeley:** International Forum on Low Carbon Development in China (2011) and the West Midlands Economic Forum, All Party Parliamentary Group Business Breakfast (2012). **Kneafsey:** OECD International Conference on Rural Development, Canada (2009); Local Agriculture and Short Food Supply Chains Conference, Brussels (2012); the European Rural Development Network Mediterranean Cluster, Nicosia (2012), the European Advisory Group on Agricultural Quality Policy Brussels (2013), DG AGRI training event on Short Food Supply Chains Brussels (2013); **Moraes and Carrigan** invited presentation at the Responsible Trade Worldwide Event, Birmingham (2013).

**Examples of doctoral external examining:** **Kneafsey** (Newcastle, Galway) **Moraes** (Salford, Cardiff), **Popplewell** (Loughborough), **Stewart** (Sheffield, Lancaster, Sheffield Hallam), **Skinner** (Brunel), **Worrall** (Monash, Newcastle, Henley Management College).

**Examples of conference organisation:** **Stewart:** Organising Committee UFHRD/Academy of HRD International Conference (2008-2013); Organising Committee of European Conference on Research Methods in Business and Management (2012-2013). **Carrigan:** Organising Committee for the Academy of Marketing Workshop on Ethically Sensitive Research and Ethical Approval (2008), 2010 ISM-Open Social Marketing and Socially Responsible Management Research Conference. **Kipnis:** Conference Coordinator for the Academy of Marketing Conference 2010. **Tanna:** Scientific Committee Member of the Financial Engineering and Banking Society; International Conference of Marketing and Management Sciences, 2009. **Worrall:** Organizing Committees of European Conference of Research Methods; European Conference on Knowledge Management and European Conference on Management and Leadership.

**Examples of professional body and related activity:** **Stewart:** founding member of the HEA BMAF Subject Centre Board, Chief Examiner (Learning and Development) of CIPD and Chair of the University Forum for HRD (UFHRD). **Skinner:** Advisory Board of the Winmark HR Directors Network and Board Member for FINT. **Berkeley:** Executive Delivery Board of Coventry & Warwickshire Local Enterprise Partnership.

**Examples of prizes and awards:** **Carrigan** Top ten reviewer *International Marketing Review*, 2008; **Skinner** best paper award in the Critical Management Track, Academy of Management Meeting, 2011; **Stewart** Alan Moon Memorial Prize for Best paper at 10<sup>th</sup> International Conference on HRD Research and Practice Across Europe, 2009; **Worrall** Emerald Literati Network Outstanding Reviewer of the Year 2008 for his work on the Editorial Board of *Personnel Review*, Highly Commended Award winner at Emerald Literati Network Awards for Excellence in 2010 and 2013, **Worrall [LW2]** was also awarded CMI paper of the year 2012.