

<p><b>Institution:</b> University of Portsmouth</p>
<p><b>Unit of Assessment:</b> 19 Business and Management Studies</p>
<p><b>a. Context</b></p> <p>Business and Management research is mainly centred in Portsmouth Business School (PBS) and involves regular collaborations with other parts of the University, such as the Departments of Psychology and Mathematics, the Systems Engineering Research Group, and the Institute of Industrial Research. Historically, impact has arisen in areas of research strength, such as operational research, fisheries economics and regional economics. Since 2008 our newer research groupings, including employment relations and human resource management, sports management, and corporate governance, have also developed impact agendas. The <b>beneficiaries of our research</b> are extremely diverse. At the international level, we have worked with major multilateral institutions, such as the World Bank, the United Nations, and the Food and Agricultural Organisation, for example to help shape and influence policy in fisheries. Nationally, the beneficiaries of our research have included the UK Armed Forces and a number of their key contractors, including BAE, DSTL, central government authorities, including DEFRA, BIS, MOD, TSB, SEEDA; professional bodies, such as the ICAEW, and members of the 'Big Four' accountancy firms, trade unions, such as UNITE and UNISON, large (Stork) and small (Flight Data Services, Mercator Media) companies, and third sector organisations (Church of England). We are also proud of our strong local community links, working with local arts companies (Chichester Theatre, Historic Dockyard), businesses (Powertechnique Ltd, Clouds Environmental Consultancy Ltd), local authorities (Portsmouth City Council, Partnership for Urban South Hampshire) and charities (Portsmouth Partnership) on matters of critical local concern such as worklessness, economic regeneration and business restructuring, and shared services. <b>Our research has had a substantial impact in three main areas:</b> (i) public policy and law, including developing a national crisis standard for the UK, and the decriminalisation of artisanal fishing in a developing country; (ii) professional practice and services, such as contributing to changing audit practices, and addressing workplace bullying; and (iii) business behaviour and strategy, such as competencies development, and development of new data analytic techniques.</p>
<p><b>b. Approach to impact</b></p> <p>Our approach to impact reflects our belief in the importance of long-term research partnerships, where tangible impacts are essential in consolidating and enhancing the mutual benefits that can be derived from such collaborations (see for example the impact case studies UOP19FLIGHT and UOP19NAVY). Central to this is a rigorous focus on research excellence. National and international recognition in the research field acts as a catalyst to approach and attract potential partners, and develop and extend our researcher and practitioner networks. Whilst the nature of research impact within this UoA is diverse, there are commonalities in the ways in which staff develop and sustain relationships with key users. Many of these relationships stem from UoA outreach activities, such as attendance at national trade fairs, such as the National Advanced Manufacturing Exhibition, the annual Sea Work exhibitions and regional gatherings where PBS often exhibits in conjunction with Portsmouth's Chamber of Commerce. Such events assist researchers in identifying and engaging with potential users and beneficiaries of our research. These activities have been supplemented locally by our regular Business Breakfasts, <i>Hot Topics</i> seminars (where an academic and a practitioner share their knowledge and expertise on a particular topical issue such as meaning at work, asset management/maximisation, ethical marketing and authentic leadership with the public<sup>1</sup>), public lectures, the hosting of national conferences, and our annual Research and Knowledge Exchange Conferences. These acquaint potential partners with our expertise, providing a first contact point for developing new collaborative ventures in areas of common interest. As these relationships evolve, their success 'crowds-in' additional user groups, leading to heightened research impact. A further notable feature of our research is the way in which, in many instances, the impact trail commences at the local or national level, but subsequently builds to transcend national borders. The underpinning research described in UOP19AUDIT, for example, not only influenced national policy debate, but also led to changes in Deloitte's global audit procedures. Further examples of how the impact of our research transcends national borders are: the performance template designed by our Sports Management group in close collaboration with a Premier League football club, which was subsequently adapted</p>

<sup>1</sup> Over forty of these seminars have taken place in the REF Census period.

for use by clubs in both Australia and the United States; and the decision-making grid designed by our Operational Research team in conjunction with colleagues from the Mathematics Department through an EPSRC grant, which was produced for use in the UK transport sector, but was also adopted by the Swedish Armed Forces, Oman Air, and the Irish company, ESB Moneypoint Generating Station.

One of our most enduring relationships is with the **Royal Navy**. This long-term strategic partnership commenced in 1997, when *Jaffry* and *Capon* were approached by the Navy to help in reviewing force manpower planning. As a result, advice on staffing policies was offered to the Naval High Command. Over time, this relationship broadened to include the provision of advice relating to Naval Dockyard leadership and efficiency improvements, and the development and implementation of nine distinct lean productivity improvement initiatives (2005-8). The approach to impact has been to engage end-users in the research from the outset to ensure that user-defined needs are met. This can be seen in the nature of the various projects undertaken for the Navy, the Ministry of Defence and dockyard site contractors such as DSTL and BAE, which have focused on security, IT support, and waste recycling. One waste recycling project alone secured £90,000 of savings to the company concerned. Our experience of working with collaborators in the highly sensitive field of military policy and planning stood us in good stead in 2012 when a PBS team led a successful bid worth £5.2 million over five years to provide training in strategy and leadership to the Royal Air Force at Cranwell, which includes a component of research funding. The most recent collaborative venture (2013) saw PBS awarded, in conjunction with DSTL and BAE, a policy research contract worth £80,000 to develop competencies of engineers within the MoD. This new contract has witnessed greater interaction between DSTL, BAE and PBS staff in terms of research seminars held at the School, as well as the greater involvement of PBS staff in DSTL and BAE supplier workshops. This not only gives PBS advanced notice concerning future tenders, but also allows us to extend our already large network of contacts in this research field.

The Business and Management UoA has also developed research expertise and delivered impact in the **economics and management of marine resources** over the last forty years. Our fisheries economists have held important positions on advisory, influencing and policy-making boards. *Bjorndal's* many years of experience in fisheries management, for example, led to his appointment as Chair of the Worldfish Centre (2005-2008), which is an international non-profit research organisation with a \$17 million annual budget employing 353 scientists across 19 countries intent on delivering a food secure future. As Chair, *Bjorndal* played a central role in shaping the organisation's research agenda and priorities for the following five years. Our fisheries economists have also been active participants in an EU expert group on aquaculture (*Bjorndal*), worked with DEFRA in designing a catch-based fisheries management system for the UK (*Bjorndal* and *Hatcher*), analysed the causes and consequences of fisher migration in West Africa for the World Conservation Union (*Failler*), helped produce a research strategy for fisheries and aquaculture for the government of Cameroon (*Failler*), and advised Fisheries Ministers from the ACP countries on the threats and challenges they face (*Failler*). Fisheries economists (*Hatcher*, *Wattage*, *Failler*) have also delivered regular intensive doctoral training courses in Aquacultural Economics, Economics of Fisheries Management and Fisheries Econometrics to 111 research students drawn from Oceania, Africa, Europe and North America, in this way establishing early working relationships with the fisheries academics and policy-makers of the future. For example, a participant in this programme was Baio from Sierra Leone who, in conjunction with *Thorpe*, subsequently designed and implemented a three-year British Council Delphe project (2008-10) to recommend ways in which the Millennium Development Goals could be more effectively integrated within the country's artisanal fisheries. A major impact of the project was its recommendation, subsequently adopted by the government, to ban the use of imported nylon nets so as to curb resource overexploitation.

**Operational Research** is another established area of research excellence at the University of Portsmouth, and forms an important part of the Business and Management submission. The group is structured into specialist research clusters, including multiple criteria decision analysis, logistics, industrial research and artificial intelligence, and works closely with colleagues in the Mathematics Department. Each specialism uses their own specific analytic expertise to develop relationships with key users. One example of this is the catalytic role played by the Institute of Industrial Research (IIR) in responding to user-defined research to address business challenges. Since its creation in 2006, the IIR has been so successful in this regard that, it has attracted over £2 million

## Impact template (REF3a)

in funding from commercial research partners. It functions as a specialist research cluster to facilitate relationships with a range of industries, businesses and third sector organizations with the objective of increasing their global competitiveness through the expert application of Artificial Intelligence. This has involved the extensive use of KTPs as an important mechanism through which IIR researchers engage successfully with companies to develop markets and exploit intellectual property. Examples of such projects include diagnostics and failure prediction for process machines, embedded intelligence for management systems, and image processing for security and surveillance (*Brown and Smart*). Success in these projects has attracted both new (Datum Ltd, Prosig) and return (Stork UK) clients. In the REF census period, the IIR has signed 11 KTPs, captured one EPSRC grant, and three TSB awards.

Engagement with research beneficiaries is also evident in the interaction with the **accountancy profession and its governing bodies**, based on the policy-oriented research carried out over several decades. For example, one of the outcomes of the research on audit regulatory change that commenced in 1996/7 was the appointment of PBS researchers onto policy-making, influencing, and expert advisory boards. *Fearnley* was appointed to the National Council of the ICAEW, *Brandt* was named national audit partner for Grant Thornton, and *Hines* was invited onto the Technical Advisory Committee for the Southern Society of ICAEW, and on the Institute of Chartered Accountants of Scotland's (ICAS) working party reviewing non-audit services. *Jack* has also partnered with the Institute of Chartered Management Accountants (CIMA) under 'Relevance Required' 2011 Initiative to investigate risk and inter-organisational performance measures in intermediate food chain companies. Finally, on the basis of his expertise in forensic accounting, *Trafford* was approached by the major audit, accounting and business services firm BDO<sup>2</sup> to collaborate in examining how SMEs could implement preventative measures to reduce fraud levels, following a report by the National Fraud Authority estimating that fraudulent practices costs the SME sector £4.5 billion. The recommendations of the project were disseminated worldwide to Managing Directors through the BDO newsletter and locally, through a PBS Hot Topics seminar.

**The UoA supports staff in promoting the impact from their research in four principal ways.** *First*, an Impact Lead was appointed in 2011, who is responsible for filtering Business and Management research for evidence of potential, or emergent, research impact, and for developing the impact potential of this UoA research. *Second*, the Faculty's Business Services Research Office (BSRO) runs the well-established Hot Topics seminar series which is a key vehicle for disseminating research to practitioner audiences, successfully facilitating many of our collaborations with companies. *Third*, researchers' expertise is promoted through their presence on policy-making and advisory boards as well as researchers holding a number of trustee and non-executive directorships on commercial, charitable and not-for-profit organisations. In such instances, PBS researchers provide expert advice grounded in their research knowledge and organizational expertise. *Finally*, impact is built into the Annual Appraisal system, and the potential for conducting research with 'impact' is emphasised during staff recruitment. **Wider institutional support for impact activities** has also helped underpin impact within this UoA. The UoA has benefitted from the significant University investment in staff media training, with 15 submitted staff in UoA19 attending workshops to date. This has enabled staff to engage more effectively with the media so as to ensure their research findings are effectively shared with the business community and other key stakeholders. UoA19 staff have also worked closely with central services with regards to the legal and financial dimensions of contracts so as to ensure that provision for impact activities is written explicitly into the contract whenever possible, and that restrictive clauses, which prevent the wider sharing of research findings, are removed.

### c. Strategy and plans

Key strategic aims for this UoA over the next five years are developing and sustaining research excellence, and a commitment to the creation, application and diffusion of knowledge to the benefit of individuals, society and the economy. These aims inform our approach to impact. Our impact strategy is predicated upon the belief that sustained and robust impact can only be generated by high quality research and an improved understanding of the ways in which value is created for the beneficiaries of our research. Key to this is a capability-based approach towards research and impact, allied to an appreciation of the competitive challenges faced across the range of organisational sectors with which we interact. In implementing our impact strategy we will:

<sup>2</sup> BDO employs 55,000 staff in 1,200 offices across 138 countries.



- *Identify further gaps and opportunities in key markets in which the UoA has a competitive advantage.* The expertise we have gained, for example, in working with the Royal Navy and, since 2012, with the RAF Leadership Programme at Cranwell, puts us in a strong position to develop further impact generating activities in the UK defence sector. To fully exploit this potential, in 2013 we set-up a Centre for Strategy and Leadership and appointed a new Professor of Leadership to drive this initiative forward.
- *Engage with existing, long-standing stakeholders to develop and extend the impact of our regional research activities.* We have established a strong presence in shaping the regional growth agenda through our involvement with SEEDA, the Local Enterprise Partnership, Solent Innovation, local authorities and Chambers of Commerce. The Associate Dean (Innovation and Business Engagement) is presently tasked with working with the PBS Advisory Board to establish new links and engagement mechanisms to complement our existing activities and ensure our research plays an even more influential role in supporting regional development.
- *Broaden our dissemination activities.* The UoA is already highly active in public engagement through our business breakfasts, Hot Topics events, regular press releases, public lectures, hosted conferences (including the annual PBS Research and Knowledge Exchange Conference), MBA master classes (which are open to external audiences), and with professional bodies at national and local level. We are currently drawing up a social media engagement strategy to complement these activities and provide a further public engagement platform for our research and researchers.
- *Extend our internal collaborative relationships* in order to extend our interdisciplinary work and thereby broaden our exposure to, and involvement with, other organisations and research disciplines so as to extend the reach and significance of our impact. We already have established research relationships with the Departments of Sport and Exercise Science, Psychology, and Maths, and networks such as the University of Portsmouth Environment Network concerning fisheries and sustainable resource management.

**d. Relationship to case studies**

The case studies selected for REF inclusion illustrate the breadth and depth of the impacts deriving from our varied research activities. One constant in all cases however is the institutional and Faculty support extended in constructing the research proposal, in managing the research process, and in ultimately disseminating the results of the research to the widest possible audience:

**UoP19FISH** is an exemplar of the reach and significance of the work undertaken by our fisheries economists. Their work was acclaimed as of a *'world-leading standard...with evidence of world-leading esteem in connection with policy advice and consultancy'* by the RAE2008 panel and has profound impacts in the public policy and law domain. The case study shows how research commissioned by the FAO led directly to legislative change - which benefitted an estimated 100,000 artisanal fishers in Central Asia.

**UOP19NAVY** evolved as a consequence of a series of research commissions with the Navy extending over a lengthy period of time. Our success in helping the Navy to improve service delivery via improved management of manpower resources has prompted further commissions within the defence sector and 'crowd-in' related research and impact activities.

**UOP19AUDIT** reflects a conscious strategy to engage and influence professional associations that shape and determine practice. Because changes in professional conduct or practice promoted by associations impact in the commercial and policy realms, it is likely that the impact generated goes beyond the immediate organisation. This is evident in this case study, where the influence of the underlying commissioned research extended to Parliament and caused a change in audit behaviour at one of the world's major audit firms.

**UOP19FLIGHT** and **UOP19QWOL** exemplify our engagement with business enterprises, and particularly SMEs, to deliver economic, commercial, organisational impacts by developing new tools and techniques. UOP19FLIGHT is representative of the KTP model for research engagement by this UoA. UOP19QWOL, in contrast, shows how internal expertise can be directed to produce a commercial product (WRQoL) or service that can be subsequently used to affect business and management practice and performance within organisations.