

Institution: Anglia Ruskin University

Unit of Assessment: C19 Business and Management

a. Context

Building upon significant recent investments into world-class research capacity, the unit of assessment is strongly committed to developing and supporting the significance and reach of its impact activity in three interlinking ways:

1. Shaping and influencing policy;
2. Fostering enterprise and entrepreneurial developments and;
3. Developing professionals and organisations

The main beneficiaries for these domains of impact during the period 2008-2013 comprise of: (1) policy-makers in enterprise and innovation in the UK (e.g. Office of Fair Trading) and internationally (e.g. EU) through shaping and influencing policy debate; (2) new entrepreneurs, enterprise support organisations, and internationalising SMEs in the East of England, Romania and South Africa; and (3) corporations, SMEs, NGOs and other public sector organisations in the UK, Europe and the Caribbean region through knowledge transfer activities.

The impact domains and the associated user groups relate directly to the unit of assessment's strategic focus on high-quality research and development activity in the areas of enterprise and innovation. These activities are particularly prominent in the Institute for International Management Practice (IIMP) and the Centre for Enterprise Development and Research (CEDAR). The IIMP's explicit focus on high-quality, policy-relevant research complements CEDAR's strong portfolio of activities in practice-based policy work and enterprise development. These units serve as intermediaries between the Business School and its stakeholders with an interest in enterprise and innovation.

Similarly, our research informs our engagement with professionals and organisations. Our corporate programmes with Barclays, UPS, Volvo, Harrods, Russian Railways, Tri-services and Wilmot Dixon are underpinned and informed by our research to ensure that clients and participants are guaranteed access to contemporary and leading edge thinking.

b. Approach to impact

Our approach to key impacts in each of the three identified domains during the period 2008-2013, has been to create an infrastructure for achieving impact. This includes the establishment of the IIMP, further developing CEDAR and the creation of a dedicated Research and Business Development administrative support team. A very important part of the activities undertaken by staff in these units is to support the rest of the academic staff in the unit of assessment to achieve high-quality, impactful research outcomes. The Business School supports and encourages colleagues to participate in activities such as serving on national and international panels and forums, knowledge transfer and public engagement with organisations. In addition, the Research and Business Development administrative team works closely with academic staff to organise research networks and linkages with organisations to develop knowledge transfer and public engagement. These mechanisms ensure impact is built into activities undertaken by staff and that the requisite support is also available to deliver impact within the identified domains. Examples of our approach as it relates to shaping and influencing policy, fostering enterprise development and developing professional and organisations are outlined below;

(1) Shaping and Influencing Policy

The evidence of the success of our approach to shaping and influencing policy through the establishment of the IIMP is demonstrated by:

- **Giovannetti:** BIS-funded (£63,577) study on the benefits from investments in skills and training among UK innovators which informed BIS on prioritising public expenditure incentives across sectors, depending on their relative externalities and impact on growth;
- **Kautonen:** Academy of Finland funded study of senior entrepreneurship which generated several research outputs that jointly served as a basis for his 2012 background paper, which was the principal input for the OECD/European Commission 'Policy Brief on Senior Entrepreneurship';
- **Down:** ESRC funded project on small business regulation which has contributed to high profile dissemination events such as a workshop on 'Gaps in the Evidence Base for UK Better Regulation Policy' organised by the Better Regulation Executive and the Better Regulation

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Delivery Office.

The outcome of our policy of supporting staff to serve on national and international forums, panels and working groups is further illustrated by:

- **Drydakis:** contributing to policy debates on gender equality/orientation at work: UNESCO (2012); and the Centre for European Social and Economic Policy (2009);
- **Giovannetti:** acting as an economic advisor to the Chief Economist's Office at the Office of Fair Trading (2008-2011);
- **Kautonen:** serving as an advisor in the OECD-European Commission Project on Inclusive Entrepreneurship in Europe (2013);
- **Lloyd-Reason:** providing evidence to the House of Commons Select Committee on SME internationalisation (2012) and
- **Packham:** sitting on the advisory council for the Small Firms Enterprise Development Initiative (SFEDI), the Institute of Small Business and Entrepreneurship (ISBE) and acting as an expert panellist for Labour's Small Business Taskforce (2012)

(2) Fostering Enterprise Development

The support and the on-going development of CEDAR's work for the Romanian Ministry of Labour (2010-2013; €1m), is illustrative of the outcome of our approach to enterprise development. This has resulted in the creation of 132 new businesses and in the establishment of a new School for Entrepreneurship and Management for the Romanian Academy of Economic Studies. Furthermore, CEDAR's two recent UK Trade and Investment (UKTI) South African contracts have already resulted in bringing ten South African businesses to the UK, establishing at least one UK-South Africa trading partnership and the recently secured Bridge International project which aims to develop internationalising SMEs in South Africa (£371,000) supported by the Amalgamated Banks of South Africa (ABSA). As recognition for the impact of CEDAR's work the Centre also became an Institute of Enterprise and Entrepreneurs (IOEE) Centre of Excellence in 2013.

Another major strand of the Business School's public engagement is our emphasis on working closely with local businesses through Knowledge Transfer Partnerships (KTPs) and the ERDF supported Low Carbon Knowledge East of England Partners (LC KEEP) programme. Through these initiatives staff have had a direct impact on the activities and development of many local SMEs. During the period 2008-2013, a total of 30 KTPs/LC KEEP projects with a total value of £1,276,406 have been successfully secured and completed.

Other examples of the School's impacts in the domain of enterprise development include:

- **Ivory/McNally:** work on the EU-funded (€2.7m) CURA-B project, which focuses on the Assistive Technology (AT) sectors in four European regions. The project supports AT innovation by promoting cross-border trade and supporting regional agencies that make up the SME innovation ecosystem. CURA-B has been instrumental in building new multi-agency collaborative networks.
- **Lloyd-Reason:** acting as a key strategic advisor and authoring the report on an OECD and Asia Pacific Economic Co-operation (APEC) 44 country study on removing barriers for SMEs looking to access international markets. This report's recommendations were considered and promoted by the OECD and APEC who commissioned a further report in 2008.
- **Willis/Packham:** in conjunction with SmartLIFE and the Hive New Education and Enterprise Park securing Intellectual Property Office funding (£60,200) to enable continuous knowledge exchange and highlight Intellectual Property opportunities to support social enterprises in the CleanTech sector within the Cambridge region.

(3) Developing Professionals and Organisations

The third domain in our approach to impact is developing professional capacity, whether it is individuals, groups in organisations or an organisation itself. Examples of such impacts include our long standing and successful corporate programme partnerships with Barclays, UPS, Harrods and Volvo as well as our recently established partnership with Russian Railways (2013), Tri-services (2013) and Wilmot Dixon (2012). These initiatives enable us to disseminate our research-based knowledge directly to practitioners. In addition, our Professional Doctorate (DBA) programme has acted as a vehicle for engaging, developing and conducting research with chief executives, senior leaders and government officials across the UK, Europe and the Caribbean on topics at the heart

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of social and economic development.

Further significant impacts deriving from individual scholar-led activity supported through our public engagement processes include:

- **Abdel-Kader/Kotb:** HEA funded project (£57,702) which is examining recent technological development in the business and accounting practice. The project has impacted upon key stakeholders in the sector and influence continuing professional development.
- **Acevedo/Benton/Stowell:** HEA project (£59,519) with the NUS and Bristol University which has enhanced the knowledge/practices of 12 third-sector organisations (e.g. Showtrax, Cancer Research UK, The Wildlife Trust) in environmental management.
- **Smith:** contributing to policy debates on policing, in particular through his work with the FBI Police Academy on spirituality and wellness which has led to the facilitation of a workshop (2013), together with Sir Peter Fahy, for 50 senior leaders of the Scottish Police.

c. Strategy and plans

During the next five years, we will continue developing the impact of our research-led activities in the three domains identified above. Our plan is to further build upon the foundations of world-class policy-relevant research (IIMP) and enterprise development work (CEDAR) in the priority areas of entrepreneurship and small firms; technology and innovation management; leadership and management; accounting finance and corporate governance and public services and the third sector. To further facilitate this development across the Business School we will establish at least three additional research centres aligned to these key areas, which will have impact built into their key objectives. Furthermore, a dedicated unit to coordinate and further improve our portfolio of activities relating to the domain of developing professionals and organisations will be created in 2014.

Our research impact strategy for this newly formed but rapidly emerging unit of assessment will be supported by ensuring that our research environment continues to be conducive to supporting the three domains highlighted within this statement. Our approach will provide opportunities for all staff to fully engage with research that will benefit business and society. Thus, while our professoriate (particularly professors in the IIMP) will play a central role in delivering and supporting our research impact strategy, so will our significant base of Early Career Researchers (ECRs). For this purpose, a comprehensive portfolio of staff development activities is already in place, including sabbaticals, research training workshops, funding for business engagement and conferences, mentoring and dedicated support for research, business and corporate development. This will be supported by a series of practical interventions to ensure that impact is central to all research activity within the unit of assessment. For example, sabbatical support will be prioritised for research that clearly demonstrates impact in terms of reach and significance. Impact will also become one of the key criteria for promotion to readership and professorship, with impact outcomes being a key component of the staff appraisal process. Finally, all research proposals will need to include an impact statement which will be used to assess the level of support provided to principal and co-investigators.

d. Relationship to case studies

Lloyd-Reason and CEDAR's work demonstrates our research-informed enterprise development and practice-based policy work. The case study demonstrates how our entrepreneurial training concepts are exported to Romania to establish a new School for Entrepreneurship and Management (Bucharest) based on CEDAR-developed best practice. The case study further showcases the operationalisation of our research into meaningful and effective delivery mechanisms and real economic outputs through the creation of 132 new businesses in Romania.

The **CURA-B** project provides a foundation for improved health and social care resulting from SME innovation activity in the AT sector. It showcases our approach to impact in enterprise development through the engagement with SMEs in the AT sector that helps these firms develop a better awareness of market opportunities. This case study also demonstrates shaping and influencing policy through the development of more complete business ecosystems able to support learning and collaboration.