

Institution: Kingston University
Unit of Assessment: 19, Business and Management Studies
<p>a. Overview</p> <p>The Unit comprises 30 researchers (24.90 FTE Category A staff) including 2 ECRs. Research is largely focused in three broad areas:</p> <ul style="list-style-type: none"> • Entrepreneurship, SME development and policy analysis, conducted by researchers in the Small Business Research Centre (SBRC), established in 1987. • Human resource management and organisational behaviour, focusing on themes such as wellbeing and happiness, skill and careers, employment relations, and decision-making, through the work of the Centre for Research on Employment, Skills and Society (CRESS), • Marketing and consumer behaviour research, including exchange activities, business to business, business to consumer and the social dimensions of marketing. This is undertaken by staff in specialist research groups, such as the Behaviour and Practice Research Group (BPRG) the Business-to-Business Research Group and the Consumer Research Group. <p>Research centres, research groups, and individual researchers are all supported through a strategically-focused working environment that promotes diversity and depth of activity. The Unit promotes an active research culture through its staffing policy, workload allocation and funding, and implements the Concordat to Support the Career Development of Researchers. This involves carefully directed investment toward research-focused staff appointments, postgraduate research studentships and the use of graduate teaching assistants (GTAs); targeted teaching release for research-active staff; and an investment programme to pump-prime research activities and the Unit's networks of scholarly exchange.</p>
<p>b. Research strategy</p> <p>Since 2008, the Unit has focused on the five major objectives of increased research volume, capacity, culture, funding and doctorates achieved, as well as pursuing engagement with non-academic stakeholders to boost the impact and relevance of research. Reviewing current performance against each 2008 target reveals positive results:</p> <ul style="list-style-type: none"> • Increase the volume and proportion of research active staff. The focus on outputs and quality for REF2014 has led to 18% more staff submitted (24.90 FTE Category A staff vs. 21.1 FTE) and what we consider to be a step up in the quality of all outputs. The Unit's outputs in the University research repository includes 328 journal articles, 33 books, 68 book chapters and 219 conference papers for 2008-13; inclusion in the repository has raised the visibility and accessibility of these outputs. Overall, the Unit has produced 1136 publications for 2008-13, compared with ~800 for the previous assessment period. Ninety percent of academic staff are now engaged in research activity compared with 52% at the previous research assessment. • Develop research capacity internally and through alliances. Strategic recruitment and support for staff has yielded demonstrable results. Established researchers were recruited to build on existing areas of strength (e.g. Genus for the SBRC, Stewart and Stockhammer for finance and economics, Zanjirani for operations research) and to replace departing or retiring staff (e.g. Georgellis replaced Truss, Saridakis replaced Hart). Fractional appointments (Clark, De Clercq, Samouel, Turner) have allowed the Unit to develop additional expertise through collaborative research, mentoring of junior staff, doctoral programme supervision, and the cultivation of international strategic alliances (e.g. in Finland, Greece, Sweden, Portugal). Collaborative research with international partners is growing (e.g. Butler, Daskalaki, Rodrigues, Wolfram). Early-career researchers have been appointed, and while only two appear in this submission (Juanchich, Rodrigues), a further nine figure in the strategic development and long term sustainability of the Unit. To enable ECRs to develop their research profiles and outputs, minimal teaching and administrative load are allocated in the first year in tandem with ongoing research mentoring. • Increase research income. Research income improved by 39% compared to the previous assessment period; an annual average of £617,879 (£3.1 million total over 5 years) for REF 2014, compared to £444,447 annually (£2.9m total over 6.6 years) in RAE 2008. To encourage

grant applications, writing workshops are organized regularly (including a series through the Advanced Institute of Management), novice grant applicants are mentored, and external training events (e.g. ESRC, AHRC) are supported. RAE-generated income has been carefully allocated and monitored through a development fund of £370,000 pa. This is used to support research staff, including activities to attract further external funding.

- **Expand the number of doctorates and achieve higher levels of completion.** Since 2008, there have been 42 doctoral completions (18 PhD and 24 DBA), a significant improvement on the 13 completions reported for RAE 2008. The provision of funded studentships and GTA posts (who provide up to six hours teaching support alongside their PhD studies) has had a significant impact upon the quality and quantity of PGR students. In 2012/13, 17 PhD students held a GTA post or received bursaries, and five further ones have been awarded for the coming year, as compared to 3 funded doctoral posts in 2008. Additional accreditations (EPAS, AMBA) have been obtained as international quality kite marks that enhance the Unit's ability to recruit excellent students.
- **Strengthen and consolidate the research culture.** The Unit has worked steadily to improve the research culture, emphasizing both internal partnerships and external collaborations. Internal activities include regular research seminars (~30 per year), topical workshops (e.g. methodological issues, analytical training), and an annual research conference. Visiting academics enhance the Unit's research scope by participating in seminar programmes across the Unit: past presenters include Busujima Takakazu (Japan); Peter Carey (Australia); Ewald Kibler (Finland); Stephen Garcia (USA); Mercedes Galan-Ladero (Spain); Pia Nielsen (Denmark); and Adetoun Amubode (Nigeria). These visits also stimulate collaborative projects, such as the study of relationships between accountants and SMEs (George Tanewski, Australia). Researchers have been encouraged to join research networks: the Unit now has members in the European Network of Social Research (ENSR), the Academy of Business in Society, and the Humanistic Management Network. National and international collaborations have grown: more than 75% of the Unit's submissions reflect collaborative work. Examples include studies with the University of Turku, Finland (**Blackburn**); the University of St Gallen, Switzerland (**Blackburn**); Uppsala University, Sweden (**Butler**); Massey University, New Zealand (**Singh**); and Edith Cowan University, Australia (**Kitching**). The Unit has also increased the number of seminars for non-academic audiences in order to disseminate research. Examples include **Blackburn's** presentations to ACAS, Barclays Bank, the European Federation of Accountants and Auditors, and the ACCA; **Kitching's** presentations to Workspace plc, BIS, and ICAS; **Georgellis'** to the Office of National Statistics and the GE Energy Annual Development Forum; **Rettie's** to DECC, Defra, DfT, and the Environment Agency; and **Smallbone's** to the OECD. **Athayde's** research on the impact of Young Enterprise was launched at No 11 Downing Street (2012) with support from YE, and a follow-up at No 10 Downing Street (2013).
- **An increase in 'impactful' research and non-HEI engagement.** This has recently become an explicit strategic objective, although historically much of the Unit's research was already embedded in practitioner networks. Staff now consider the potential impact of their research through discussions with line managers via the annual appraisal system, through mentor relationships (especially if an ECR), and through membership in their research groups. The University's Enterprise Support Office provides resources, links with external organizations and advice on bids to raise the levels of external engagement in research activity. To encourage external dialogue and connections, the 'Strategy into Practice' lecture series brings in high-profile business and management practitioners, such as Greg Dyke (former BBC Director General and Chair of the Football Association), Lord Hastings (KPMG) and Mike Adamson (British Red Cross). Practitioners also contribute to seminars within research centres: for instance, the CRESS-HRM Research to Practice Seminar Series has hosted Peter Saville (Saville Consulting); Caroline Prendergast (London 2012 BBC); and Sir Roderic Lyne (Royal Institute of International Affairs). Centres and research groups continue to develop external relationships. The Employee Engagement Consortium links with businesses, policy makers, and the Chartered Institute for Personnel Development (CIPD), through conferences and workshops (e.g. Health and Wellbeing at Work Annual Conference 2013, CIPD South West

London talks, CRESS-Humanistic Management Conference 2013). The Behaviour and Practice Group regularly interfaces with user communities, government (DECC), manufacturers and NGOs (e.g. SW London Environment Network). This external focus has delivered three strong impact cases studies for REF2014 and a growing level of impact-focused research.

Research Strategy for 2013-2018

Research development in the Unit will be undertaken within the broader context of the Business School, Unit and University. Areas of excellence that will underpin this relate to: people (HRM, organizational behaviour, managerial decision making); entrepreneurship and small business (entrepreneurship policy, SME management and development, product, process innovations); marketing (business-to-business, consumer behaviour, social marketing); and finance (accounting, economics, modelling). The specific objectives over the next five years are:

1. **Increase the volume, level and breadth of international quality research.** The Unit will continue to develop research capabilities and activity in order to increase the volume and proportion of research active staff, while increasing the quality threshold for outputs above the REF2014 level. To achieve this, the Unit will:
 - a) **Strengthen and broaden the established research centres**, enhance their distinctiveness and stimulate additional research activities. This will be achieved through further investment in external engagement activities, increasing the number of research students and ECRs, and generating new external collaborations and income. The SBRC will deepen links with other UK and internationally based research groups, including the Enterprise Research Centre (Warwick), Turku School of Economics (Finland), Deakin University, (Australia) and the Global Entrepreneurship Centre (Zhejiang University, China). As the UK member of the ENSR, a European-wide consortium of 27 research organizations, it will continue to pursue trans-national applied policy research in the areas of small business innovation and management. (Past projects include the European Foundation for the Improvement of Living and Working Conditions (EUROFOUND), and the European Commission framework review of SME policies in Europe.) CRESS will continue to develop research streams focused on well-being, managerial decision making and cross-cultural teams, strengthening its national and international links with the CIPD, the European Centre for the Development of Vocational Skills, EUROFOUND, the OECD, and the Humanistic Management Network in order to maintain a strong international profile and attract external funds. It will further work to cement relations with the HR practitioners' network and to develop affiliations with the various stakeholders in the government-sponsored 'Engage for Success' initiative.
 - b) **Develop new research centres from existing specialist groups** (e.g. Behaviour Research and Practice Group, Marketing and Consumer Research Group, Operations Research Group). Specialist groups will be encouraged to develop their research activities within and across their subject domains, providing a greater focus for staff and doctoral student activity across the Unit. Staff development and administrative support will be provided to encourage a transition from 'group' to fully fledged research centres which attract funding and deliver work of international standing. For example, there is strong growth potential for the Behaviour & Practice Group, which has received funding from the Research Councils' UK Digital Economy Programme and the UK Energy Programme. It will be encouraged to further develop work in relation to public policy (e.g. energy consumption, sustainability, healthy lifestyles, flood risk), social marketing, consumer issues, and the business and commercial sector.
 - c) **Develop a strong research culture across all the Unit.** The volume of research will be increased by building upon existing Unit strengths (e.g. SBRC, CRESS, marketing) while developing new areas of activity (e.g. operations management research). Expertise will be broadened through the recruitment and promotion processes, subject-led research seminars, mentoring of ECRs and mid-career researchers, and the provision of targeted research support.
2. **Increase the breadth and volume of external funding.** In tandem with increased research activity, incremental external funding opportunities will be pursued from a wider range of public

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and private sources, including research councils (e.g. ESRC, AHRC), government agencies (e.g. BIS; European institutions; Horizon 2020), NGOs (e.g. NESTA) and corporates (e.g. Barclays Bank). The aim will be to increase external research income (including contractual research and KTPs), with funding deriving from a broader range of research activities.

3. **Develop more externally recognised ‘impactful’ research.** As the Unit engages with practitioners and policy makers to ensure that research agendas are influential, the proportion of ‘high impact’ research should increase. This will involve working closely with funders to embed relevance into proposals, drawing on support from the Enterprise Support Office. Impact ‘champions’ in the Unit will be tasked with integrating impact into research at the planning stage. The aim is for all research to have an impact strategy at the design stage, and six projects over the period showing direct impact by the next research assessment.
4. **Continue expansion of the PhD and DBA programmes** to achieve high levels of completion. The recruitment of high quality PGR students will remain an important part of this strategy in order to sustain of the research environment, which will continue to be supported by GTA and PhD bursaries. The objective is for programme numbers and completion rates to meet or exceed those of the current assessment period. Development of the research centres and funding increases for students, staffing and the running of programmes will support this objective.

c. People, including:

i. Staffing strategy and staff development

The Unit’s staffing strategy is focused on increasing the volume and quality of research activity and deepening the research culture. Since 2008, staffing policies have raised the research skills and competencies of staff via appointment and internal promotion strategies to develop both ECRs and established researchers. The REF submission of 30 staff, including 13 professors and two ECRs, reflects the diversity of career stage across the Unit. The Unit has also sought to achieve a balance of gender, short-term and long-term contracted staff and international staff to enable it to pursue its research agendas effectively.

Recruitment The appointment strategy is founded on research excellence, alignment with existing research strengths, and the ability to provide research leadership. Where gaps have been identified, or to replace retirements and external promotions, the Unit has appointed experienced researchers to provide research leadership or bring experience to specific areas (as detailed in section b). The aim of recruiting established researchers has been successful, with 7 Professorial appointments since 2008. Eleven ECRs have been appointed over the past 5 years, and the Unit is currently seeking to make new-blood appointments to replace the recent departure of two ECRs (to Southampton University). Staffing policies will continue to be driven by research activity as a key selection criterion.

Staff development Creating time for research activity has been essential to staff development; allowing new and emerging researchers to finalise research outputs, and supporting the conversion of conference papers for submission to leading peer-reviewed journals (e.g. **Butler, Daslaski, Rodrigues**). This conversion process has been facilitated through internal mentoring research workshops, external events (such as AIM workshops and the Early Career Professional Development Conference), supported PhD study and conference attendance. Staff have also attended annual two-day residential writing retreats to support those working to complete research outputs. These have been well attended, particularly by ECRs who have benefited from coaching by leading academics and journal editors. Of the eight researchers in RAE 2008 but not present for REF, five took up posts at the Universities of Aston, Bath, Brunel, Kent, and LSE and bear testament to the Unit’s ability to nurture and develop careers.

The staff development budget of £140,000 p.a. ensures that researchers (both ECR and senior staff) have the opportunity for professional development through attendance at national and international conferences. Conference attendance provides researchers with the opportunity to network and develop research collaborations, showcase their own research and benefit from feedback. Over the past 5 years, researchers have attended more than 100 conferences, including the International Congress of Small Business, Academy of Management, British Academy of Management, Organizational Studies, Strategic Management Society, European

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Academy of Marketing, and the European and Accounting Association. In addition to external activities, researchers are encouraged to attend internal or local development events including workshops on doctoral research supervision; research ethics workshops (to ensure research is conducted in accordance with both professional association and Kingston University codes of practice); grant-writing workshops; and research seminars with internal and external presenters.

ii. Research students

The Unit continues to expand its number of doctorates and to increase completion rates. To achieve this, the Unit has invested heavily in its doctoral programmes and focused upon recruiting full-time PhD students. There are currently 54 PhD students, 44 of whom are full-time, more than double the figure from the RAE2008 assessment period (20 PhDs). Of the current PhD cohort, one is an ESRC SAMS researcher and 17 are GTAs or are fully funded; a further two have partial bursaries. A further five students will receive full or partial funding in 2013/14. Additionally, there are currently 28 students undertaking DBAs (post-MSc stage), many of whom are supported by their organisations. Overall, there have been 42 completions in the REF period (18 PhDs and 24 DBAs), a significant improvement on the 13 completions in the seven years of the RAE period.

Disaggregated Awards	2008 - 09	2009 - 10	2010 - 11	2011 - 12	2012 - 13	Total
DBA	4	7	4	5	4	24
PhD	2	4	4	3	5	18
Total	6	11	8	8	9	42

The PhD students have diverse backgrounds, which enriches the learning experience of all students. A number of PhD students carry out research in their home country (e.g., China, Zimbabwe, South Africa, Thailand) with local academic collaborations, while the majority of DBA research is UK based. Additionally, the growth of the DBA programme, which directly relates to professional practice, contributes to the developing focus on impactful research.

Training The MSc research training programme develops skills in business research methods as well as a critical understanding of how organisations and their external environment are managed. All doctoral students are members of the University’s Graduate School and have access to centralised support networks, including pastoral care. Every student undergoes a mock viva led by an independent internal examiner. In addition to the supervisory team, support and guidance to research students is provided by the Graduate School, the Director of Doctoral Programmes (**Saridakis**), the Director of Doctoral Training, and the International Student Advisor. Both the PhD and DBA are accredited by EPAS; the research training programme and the PhD were recognised by the ESRC 2007-2011; and the DBA is accredited by AMBA. The DBA is individually examined at a viva voce and is governed by the University regulations for research degrees, and thus the qualification is of equal status to the PhD. External research training is also offered to build upon that provided at Kingston: for example students have attended specialist workshops on qualitative (Surrey) and quantitative (Essex, Hamburg) methods to help them implement their research design.

Support All full-time students are allocated space within the doctoral suite and have access to social space. In addition to the research training programme, the Unit runs numerous joint activities for staff and research students to encourage dissemination of ideas and the cultivation of ‘belonging’, where both established researchers and students present papers and discuss their research. These activities include specialist research subject meetings, away days and workshops, and external speakers. Monthly lunch-time research methods sessions (in addition to the weekly research seminar series) involve both supervisors and students, and provide a forum for debate on current issues. An annual doctoral student colloquium provides a further opportunity for all doctoral students to meet and share their research. There are funds allocated to each PhD student to attend conferences, and all students are expected to attend and present papers. They receive financial support from a dedicated research degree programmes budget.

External activity The reputation of the research training in the Unit has led to several key staff becoming involved in external research training initiatives to raise expertise and increase capacity in the wider academic community. The Unit is a leading member of a long-standing European

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Doctoral network, EDAMBA. Since 2010, staff have convened the annual EDAMBA Summer Research Academy, which provides students with a unique opportunity to interact with international students and form networks. In addition, the Unit hosted the 2013 DBA Symposium (established by AMBA), an annual conference where students present work to an international audience of DBA students and academic staff from institutions with an AMBA-accredited DBA programme. Staff have also contributed to international doctoral training events, including ISBE and RENT doctoral workshops (**Blackburn; Kitching**); ENSR annual training course on project management (**Turner**); and the SAMS-funded workshops for ECRs (**Blackburn; Genus**) on embedding research into practice (Feb and May 2013).

The increase in PhD numbers, particularly funded and full-time students, has contributed to the development of an active, sustainable, research environment. The significant increase in completions testifies to the abilities of both the PhD and DBA programmes to attract appropriate students and provide them with good support to complete their studies.

d. Income, infrastructure and facilities**Income**

Since 2008, the external research income generated by the Unit is £3.1m across a range of sources: 30% came from UK central government sources (e.g. research projects funded by DBERR and the Inland Revenue), 19% from UK industry and public corporations (e.g., Royal Mail, Barclays Bank, ICAS), and 37% came from research councils (EPSRC, ESRC). The Unit has seen a growing level of income from European sources (8%), including £163,000 from EUROFOUND to examine the effects of SME restructuring across Europe.

The growth and diversity of income demonstrates the Unit's ability to secure funding across a range of sources, and engage with key policy and industrial stakeholders. This research investment has produced a number of publications which have influenced academic and policy agendas for professional associations (e.g. ICAS, ACCA, CIPD) and government departments (such as DERR, DECC and BIS). REF 4b also shows that the Unit is active in securing KTP funding, with 15 KTPs since 2008 generating £431,354.

The Unit has rigorous procedures to ensure all research proposals are of a high standard and are appropriately resourced and managed. The research grants manager supports applicants through funding body requirements, advises on university procedures, and liaises with funding bodies and funding support organisations. The Unit's Business Development Manager works alongside researchers and businesses to identify research and consultancy services, drawing on staff reputations and strengths. All proposals are reviewed internally amongst peers in the research centres and groups, and require sign-off by the Dean or Associate Dean, Research. These processes ensure high quality proposals with a greater potential for success.

Infrastructure and facilities

The new £26m Kingston Business School opened in April 2012 and has made a significant improvement in the working environment of the Unit. Staff are now housed in a single building with researchers, Centres and PGR students in close proximity. A business research hub provides a focal point for researchers and students to meet and includes social and informal meeting spaces in addition to bookable meeting rooms. This environment has improved the interface between staff and PGRs and facilitates collaborative research activity.

A £5m extension to the Learning Resource Centre was completed in 2008. The library catalogue, with journal, market research and financial databases, provides online access to many business information sources both on and off campus. For postgraduate finance students, a dedicated room for access to Bloomberg and a DataStream terminal is also available. There is a dedicated business subject team in the LRC offering expert support to students and staff.

e. Collaboration or contribution to the discipline or research base

The Unit encourages and supports staff to engage with the wider academic research community, industry, and professional associations through: conference organisation and hosting; participation in capacity building initiatives; membership of peer review bodies; journal editorships; policy

committee work and appointments. Illustrative examples of these activities are provided below.

Conference organisation and hosting The Unit organised and hosted the UK History of Economic Thought conference (2010) and the European Society for the History of Economic Thought (2013); **Genus** organised and hosted (in partnership with the Energy Security in a Multipolar World Research Cluster led by the Universities of Exeter and Sussex) two day-long workshops in Kingston; **Kalafatis** was a member of the Scientific Committee of the International Conference on Contemporary Marketing Issues (2012); **Georgellis** organised and hosted 'Skills Mismatch and Firm Dynamics' (2012) in collaboration with the European Centre for the Development of Vocational Skills, the CRESS conferences 'Wellbeing at Work' (2011), and 'Wellbeing and Happiness at Work' (2013) in collaboration with the Humanistic Management Centre and the Humanistic Management Network, and Beyond the Boundaryless Career?: New Avenues for Careers Research (2013); **Blackburn** and **Smallbone** co-chaired the 33rd ISBE conference (2010), hosted by the SBRC in London; **Blackburn** serves on the organising committee of International Network of Business and Management Journal (INBAM) conferences, held to date in Spain and Portugal (2012 and 2013), **Rettie** was conference panel organiser for EASST, Copenhagen and on the programme committee for PINC 2011, 2012; **Smallbone** was the convenor of Entrepreneurship and Economic Development at the Astana Economic Forum, 2012; **Singh** is a member of the Scientific Committee of International Conference on Contemporary Issues in Marketing (ICCM) 2013.

Dissemination of research In addition to academic publications, research findings are disseminated through the Business School news pages on the website and the University's public relations office. This has helped secure high profile coverage in the specialist media. **Georgellis'** work on wellbeing attracted worldwide coverage and generated subsequent interest amongst existing and potential stakeholders, and **Blackburn's** work for Barclays Bank led to appearances on national television (BBC Breakfast) and Radio (5 Live and regional radio). **Dall'Olmo Riley** was interviewed on BBC regional radio news, BBC Radio 4 Money Box, and BBC1 Breakfast TV with regards to the results of her research on online grocery shopping.

Developing capacity in the wider academic community The Unit has helped develop capacity building initiatives to raise expertise and research training capacity. **Blackburn** and **Smallbone**, in collaboration with Surrey and Oxford Brookes Universities, organised AIM Capacity Building Workshops targeted at ECRs and late stage doctoral students with a view to developing research with impact. These involved external contributors from Barclays Bank, ACCA and BIS in 2013. The Unit is a leading member of a long-standing European Doctoral network, EDAMBA, and during the past several years staff acted as convenors of the Annual Summer Research Academy. **Blackburn** and **Kitching** led doctoral learning events at the ISBE and RENT annual conferences over the past six years. **East** has contributed to ANZMAC doctoral colloquiums in Perth and Adelaide. **Turner** contributed to the ENSR annual training course on project management.

Memberships of peer review bodies, research committees, learned institutes Staff have a wide range of involvement. **Blackburn** was a sub-panel member of RAE2008 and is for REF2014; referees for Leverhulme, ESRC, Nuffield and the British Council; is a member of the ABS Research Committee; a member of ACCA's Small Firm's Council; and a founder member of the International Network of Business and Management Journals (INBAM). **Genus** is a panel member of the Swedish Research Council evaluation panel on sustainable and efficient resource use. **Georgellis** is a Distinguished Associate of the International Atlantic Economic Society (IAES) and an ESRC reviewer. **Kalafatis** is an ESRC reviewer. **Rettie** is a member of ESRC and EPSRC review panels. **Singh** has recently been appointed as a reviewer for EPSRC-RCUK for a major research project on new economic models and the digital economy (NEMODE).

National/international committee work As a specialist advisor; **Blackburn** chaired the evaluation of the Academy of Finland's LIIKE 2 Research Programme on Business Know-how, responsible for allocating €3.5m (2006-2009), and served as an advisor to the House of Lords SME Exports Select Committee (2012/13). He is an elected executive member of the European Council for Small Business and Entrepreneurship; on the executive of INBAM; and serves on the Executive Board of the ENSR. **Rettie** is the academic consultant for DECC's 'Green Deal

Proposals' and the 'Low Carbon Communities Challenge' evaluation. **Singh** is the Regional Chair for London and the South East England for the Academy of Marketing (UK). **Smallbone** was President of the International Council for Small Business and Entrepreneurship (2010-11) and became a Lifetime Fellow of the European Council for Small Business and Entrepreneurship in 2009; since 2010 he has been a member of the advisory committee of the Entrepreneurship Development Programme at the Universidad Nacional de General Sarmiento, Argentina; and in an ongoing capacity is an OECD expert team member on entrepreneurship development, undertaking country reviews and making policy suggestions.

Editorships of scholarly journals **Blackburn** is editor-in-chief of the International Small Business Journal and is on the editorial boards of the International Journal of Entrepreneurial Behaviour and Research and Piccola Impresa; **Dall'Olmo Riley** is associate editor, Journal of Marketing Management and a member of editorial board of the Journal of Customer Behaviour; **Genus** is an editorial board member of Technology Analysis and Strategic Management; **Georgellis** is associate editor of Evidence Based Human Resource Management and was guest editor of the International Journal of Manpower, 2008; **Hill** is the associate editor of International Journal of Operations and Production Management; **Kalafatis** is on the editorial board of Industrial Marketing Management, and joint editor for a special issue of International Journal of Internet Marketing and Advertising; **Rettie** was a member of the editorial board of Internet Research 2009-11; **Smallbone** is the associate editor of the Journal of Small Business Management and on the editorial board of the International Small Business Journal; **Turner** is the editor of International Journal of Project Management.

Visiting positions fuel research collaborations and new initiatives. **Blackburn** is a Visiting Professor at the University of Teknology MARA, Sarawak; and Turku School of Economics, Finland. **East** is a Fellow of the Australia and New Zealand Marketing Academy and the Academy of Marketing. **Genus** is a visiting professor at Anglia Ruskin University; **Hill** is a visiting fellow at Saïd Business School; and **Smallbone** is Visiting Professor in Entrepreneurship at the China University of Geosciences in Wuhan. **Stockhammer** is a Sherdian Scholar, University of Massachusetts and Visiting Professor at Université Paris 13.

Invited lectures/keynotes represent a substantive means to disseminate research and build collaborations. **Blackburn** made invited plenary presentations at the 7th and 8th SMEs in a Global Economy conferences held by the Universiti Teknologi MARA, Sarawak and Khon Kaen University, Thailand; the Higher School of Economics, Moscow; the University of Montpellier; the French National Foundation for Management Education and the French Entrepreneurship Association, Paris; and Deakin University/Institute of Public Accounts conference, Australia (2013). **Georgellis** was the keynote speaker at the 2011 International Atlantic Economic Conference, making the Robert A. Mundell Distinguished Address; **Smallbone's** invited presentations include the Greens/European Free Alliance in the European Parliament; Pre-Conference Policy Forum, 53rd ICSB World Conference, Halifax, Canada; Second Annual Hight Memorial Lecture at the University of Canterbury, New Zealand; Regional Innovation Forum, Lodz, Poland; presentation of evidence at the All Party Parliamentary Small Business Group Inquiry into SMES and Public Procurement; Chair of Round Table on Entrepreneurship Policy, 29th International Conference on Entrepreneurship and Innovation, PODIM, Maribor, Slovenia; 'International Workshop on Entrepreneurial Universities, Siegen, Germany.

Research-based awards and honours In recognition of his research on entrepreneurship, **Blackburn** became a lifetime holder of the Queen's Award for Enterprise Promotion in 2011. **Georgellis** became a Distinguished Associate in 2011 of the International Atlantic Economic Society (IAES) in recognition of his outstanding contribution to economics and received the Award for Best Paper at the 2011 Association for NeuroPsychoEconomics Annual Conference in Munich. **Abbott** was the Outstanding Paper Winner, 2013, in the Emerald Literati Network awards. **Smallbone** was inducted as a Wilford White Fellow at the ICSB World Conference in 2013, in recognition of his contribution to the field.