

Institution: London South Bank University

Unit of Assessment: Business and Management

a. Context

The Centre for International Business Studies (CIBS) generates impact across diverse areas of society and in particular on economic, commercial and organisational change; on practitioners and professional services; on public policy and services at both national and international level; and, on creativity, culture and society. The beneficiaries include businesses, not-for-profit organisations, local and national government, professional bodies and the public. Impact is delivered through a variety of mechanisms, including consultancy, knowledge transfer programmes, for example TEMPUS and KTP, secondments into as well as out of the Centre, and public engagement through media and wider dissemination events. In line with our research strategy and specifically the objective of expanding our influence, we have both expanded and broadened out impact activities since 2008, both nationally and internationally.

Research carried out within CIBS has led to impact in the following ways:

- Generated Intellectual Property that has and is being commercialised;
- Provided new product lines to our partners, leading to increased sales;
- Informed and influenced public policies;
- Improved professional practice;
- Enhanced corporate and social responsibility policy;
- Raised extra charitable donations.

b. Approach to impact

We recognise that different pathways to impact and approaches to engagement with non-academic audiences are appropriate, depending on the type and stage of the research and the dissemination process. Rather than a single approach, we would identify four distinct, though not mutually exclusive, dimensions of impact which are applicable to our work:

- 1) ***Economic, commercial, organisational impact.*** The work of the CIBS has led to economic impact and sustainability for our partners in terms of new products and services, increased turnover and international expansion. Since 2008, staff in the Centre have been involved in over twenty knowledge transfer projects (including KTPs and London Development Agency voucher awards) involving a range of both small and large businesses. For example:
 - a) Our collaboration with GMJ Designs Ltd (a graphic design company) led to the development of rich 3-dimensional digital landscapes, for example the Citymodel for London, now used by architects and planners for managing sustainable developments and environmental disaster planning scenarios.
 - b) Collaboration with Taylor & Francis, a leading international academic publisher, resulted in a strategy for migrating traditional paper based content to digital. This has enabled the organisation to develop a new business model for digital content allowing the company to grow their market share.
 - c) A KTP with Jellyfish Pictures, a BAFTA award company, resulted in the development of 'REEF', a platform for scheduling and managing the development of digital artefacts. The resulting system allowed the company to compete more effectively in the international animation market.
- 2) ***Impacts on practitioners and professional services.*** For example:
 - a) Our research on professional accountancy practices was adopted by ACCA and prompted the CIPD and ACCA to collaborate in the development of HR support for small firms. In addition, advice was provided to the ACCA Small Business Group on SME HR issues and the Accountancy Profession, and to UEAPME, EU DG Employment and DG Enterprise and the Association of European Chambers of Commerce and Industry. The research findings have also been incorporated in the ACCA's Research and Insights Programme and

- informed ACCA evidence to HMG on changes to dismissal legislation (June 2012).
- b) Through its involvement with the ESRC Social Enterprise Capacity Building Cluster, CIBS staff have been seconded into not-for-profit organisations to advise on and develop approaches to corporate social responsibility and their effectiveness.
 - c) The Centre's research on serial sexual assault data is being used by the Metropolitan Police Intelligence Bureau to enhance its approach to offender profiling in serious crimes.

3) **Impacts on public policy and services.** For example:

- a) Our research provided The Royal National Institute for Blind People (RNIB) with processes to establish new social firms that provide employment and training opportunities. The RNIB have estimated that this will lead to new income of £6.6m in year three after the KTP. In addition to the financial benefits, a new culture is developing with staff using new knowledge and skills to become aware of social impact evidence and is empowering them to take responsibility for the impact of their services, which they state would not have been possible without LSBU's contribution.
- b) Through a TEMPUS IV project, LSBU researchers developed a knowledge management and e-student system which has been implemented by eight out of ten universities in the Republic of Macedonia. This has significantly improved the university administrative, student registration and enrolment processes and has resulted in new legislation to enable electronic record keeping of personal details in Macedonia.

4) **Impact through dissemination and public engagement.** CIBS understands the importance of engaging with the public in raising the profile of the Centre and translation of its research findings into the public arena. For example:

- a) National media, providing information, expert opinion and evidence. For example, since 2008, **Barber** has made more than 70 appearances on television and radio including Aljazeera, BBC 1, Radio 4, Voice of Russia, Inter TV (Ukraine); given oral evidence to the House of Commons Political and Constitutional Reform Committee on House of Lords Reform (June 2012). This was cited in the Select Committee report published in October 2013 and has had a direct impact on recommendations made to parliament and government.
- b) **PatelS**'s work in information management and electronic records resulted in an interview with the Institute of Engineering and Technology on big data and the impact on electronic health records in the UK (2008).

Staff are encouraged to engage in a range of impact activities through measures such as, teaching buy-out, secondments, taking an active and leading role in professional bodies, and through mentoring and training in dissemination, delivering consultancy, project management, marketing and leadership skills, provided by the central Staff Development Team. CIBS staff also work closely with the University's Knowledge Transfer Centre in identifying KTP opportunities and with the central Research Office on research collaboration opportunities.

c. Strategy and plans

The CIBS impact strategy is driven by the goals of raising the profile of the Centre, building capacity, and achieving financial sustainability. Our plans revolve around raising staff awareness of the importance of impact in planning, conducting and disseminating research, and improving procedures for follow-up and evidence gathering.

Key objectives are to:

- Engage and support more staff in multidisciplinary industry collaborations through KTP projects and other forms of knowledge transfer and consultancy;
- Maintain links with our collaborative partners to monitor impact and secure follow-on projects;
- Mentor new research staff and support them through research dissemination activities, public engagement events and other means of maximising impact;
- Monitor and evaluate the outcomes of DBA practice-based research and its impact on

Impact template (REF3a)

business and professional practice;

- Develop mechanisms for measuring and tracking impact resulting from CIBS research;
- Organise an annual conference and regular seminars/workshops to engage researchers with relevant business/organisations for dissemination.

To underpin these activities, CIBS will work with the Staff Development team and Research Office to develop and provide staff development courses that raise the awareness and capability of its staff relevant to enterprise and especially aspects of impact. This increased emphasis on enterprise and impact will be reinforced through access to the University's new £13m Clarence Centre for Enterprise (opened August 2013) designed to promote the University's research and enterprise skills and capabilities to a wider business audience, and particularly businesses in London.

d. Relationship to case studies

The two case studies are exemplars of CIBS's strategic approach to impact. Both have made use of national and international knowledge transfer schemes, such as KTP and TEMPUS, to translate research into impact. They illustrate the wide range of organisations that CIBS engages with. Both cases involve economic, commercial and organisational impact delivered through innovative new electronic practices stemming from research which have opened up new business opportunities and improved organisational efficiency.

The Faber impact case study (CS-1) revolves around how LSBU and Faber used a KTP award to convert research outputs into commercial benefits. It demonstrates how traditional business practices can be transformed to maintain and strengthen its market presence. For printed sheet music, the Faber e-partners scheme has enabled the declining specialist music shops to continue trading virtually, expand its customer base and reach, and provide an outlet for artists and music-related industries.

The EU TEMPUS IV iKnow impact case study (CS-2) demonstrates a clear social, economic and legal impact in allowing the beneficiary (the Higher Education sector of the Republic of Macedonia) to implement an electronic student registration and enrolment process. In addition, it has enabled students and parents in Macedonia, for the first time, to have access to important information and to make informed decisions. It provides a road map for the use of electronic records in other sectors. The Macedonian Government has as a result of the success of the iKnow collaboration introduced legislation to enable the use of such systems in other sectors.

Key lessons arising out of the two cases: As well as primary impact, both cases involve considerable secondary impacts. In attempting to assess and quantify these, a different skills set is required. We will seek to develop this and provide appropriate guidance and tools to staff as part of our impact strategy and development.