

Institution: University of Nottingham
Unit of Assessment: 19: Business and Management Studies
a. Context

To a greater degree than in most discipline-based communities, business and management academics have a strong tradition of promoting research which clears the 'double hurdle' of intellectual rigour and evidenced relevance to wider practitioner, policymaking and related communities. Business schools are culturally attuned to the need to both inform their research programmes with issues and insights from the practical worlds of business and policy and to ensure that their research is effectively communicated to these wider audiences, in order to maximise the chances of 'making a difference' in material terms as well as developing and contributing to academic advancement of the discipline. Nottingham University Business School has an established record of research which impacts across a number of areas, but most particularly on:

- economic performance across a range of organisational forms and sectors via its influence on the structure, behaviour and effectiveness of organisations.
- the welfare of the wider community and environment, by informing the design, practice and delivery of policy and regulatory interventions across a range of settings.

The following section details specific forms of impact within each of these broad categories.

The Business School hosts a number of research institutes and centres. These include the Haydn Green Institute for Innovation and Entrepreneurship (formerly the University of Nottingham Institute for Enterprise and Innovation (UNIEI)) (Director: Mosey), the International Centre for Corporate Social Responsibility (ICCSR) (Director: Moon), the Centre for Health Innovation, Leadership and Learning (CHILL) (Director: Waring) and the Centre for Risk, Banking and Financial Services (CRBFS) (Director: Devlin). Each of these embodies research agendas which require active and continuous engagement with practitioner, policymaking and regulatory communities, as exemplified by links with BIS, Alliance Boots, Rolls Royce, a range of organisations representing SMEs at regional and national levels, the Health Foundation, the Nottinghamshire NHS Healthcare Trust, the Charities' Aid Foundation, the Financial Services Authority, the Office of Fair Trading and the European Commission.

Principal Forms of Impact
Organisational Structure, Behaviour and Efficiency

Much of the research in the School focuses on aspects of business or management practice, process or organisation. Prominent sectors which form the basis for research include healthcare, wider public sector management, banking and financial services, risk and insurance, biotechnology, the third sector, SMEs. The Haydn Green Institute's work with large private sector (e.g. Alliance Boots) and public sector (e.g. NHS Lincolnshire Mental Health Trust) bodies and with the regional SME sector, introduces organisations to the Ingenuity approach to radical innovation thinking, equipping them with the ability to address and resolve challenges to growth and development. Further significant themes include improvement science, change management, leadership, corporate social responsibility, ethics and sustainability, creativity, risk management, supply chain management, organisational learning and corporate governance. ICCSR has worked closely with FTSE on developing calculable measures of corporate social responsibility, with the Charities Aid Foundation on stakeholder engagement and with the professional accounting bodies on corporate disclosure practices and the integration of sustainability measures into accounting practice. CHILL works with a number of health sector organisations, developing new processes and protocols to deliver improved healthcare and patient safety. The Centre for Risk, Banking and Financial Services, through its previous constituents the Centre for Risk and Insurance Studies and the Financial Services Research Forum, has conducted extensive business-funded research in the areas of financial literacy, pension risk disclosure, risk management in financial services, generating research outcomes which materially affect business thinking and practice. Examples of impact associated with individuals' research include Professor Petrovic's EPSRC funded work on radiotherapy scheduling with Nottinghamshire NHS Healthcare Trust and with EADS (European Aeronautic Defence and Space Co NV) on prediction of road traffic accidents using analysis of

spatial-temporal traffic flow data, and TSB-funded work with the engineering firm Stork on processing and filling lines in the dairy, juice, food processing and pharmaceutical industries. A further route via which research translates into influence on business practice is the Business School's executive education activity. Clients range from regional SMEs to large multinational companies (Alliance Boots, China Southern Rolling Stock, Rolls Royce, Vision Express) and large public sector organisations such as healthcare trusts and local government. The range of themes covered includes new approaches to organisational creativity, more effective supply chain management, leadership development and strategy design and implementation.

Policy Design, Practice and Effectiveness.

The case studies illustrate the types of impacts which flow from regular engagement with policy communities in relation to policy design in general (Starkey) and policy and practice in particular areas of activity or sectors (Fenn, Thompson, Paton – health, social policy issues; Devlin – financial services; Wastell, McCabe – child, social welfare). Beyond the case studies, there are numerous examples of staff engaging regularly with government agencies and initiatives in advisory or consultancy capacities, as expert witnesses, or in sharing research findings via seminars, workshops etc. Professor Binks was recently invited by Lord Young of Graffham, along with representatives of the Association of Business Schools, to 10 Downing Street to discuss the Small Business Charter Initiative. Other examples of this type of engagement include Bruce (Department for Business, Innovation and Skills, Department for Culture, Media and Sport), Fenn (Department of Health, Legal Services Commission, Civil Justice Council, Department of Constitutional Affairs), Hibbert (Office of Fair Trading), Jain (British Standards Institute, International Standards Organisation, World Health Organisation), Paton (Department for Culture, Media and Sport, Her Majesty's Revenue and Customs, National Audit Office) and Tannock (Department for Transport, Home Office).

Clearly, at a national level, the **reach** associated with the School's research is significant. Impact is not confined to the UK, however, and there is clear evidence of research influencing policy in other parts of the world, as with the work of Paton, for example. It is well understood that maximising reach involves raising awareness of, and building expertise and confidence in the use of new approaches to, and media for, reporting research. The **significance** of the Business School's research impact is considerable, in terms of its capacity to effect material change in business practices, to influence the development and substance of national government policy and to inform and shape public debate at the highest level. Whilst engagement with practice operates at all levels, evidence of the significance of impact is especially striking in the numerous references to published research, and the contribution to various committees and consultative exercises, or in official records of public debate e.g. parliamentary records. Impact in other forms, such as effect on management practice, is also considerable, though often embedded in subtle though important modification of organisational or individual behaviours.

b. Approach to impact

Given the wide and increasing acknowledgement of the importance of impact across the School, the emphasis in its approach in the period 2008 – 2013 has been on the following themes:

Raising Awareness and Recognising Resource Implications

- I. Refining awareness among researchers of the range and forms of impact which might be associated with their research outputs, including less obvious or orthodox areas, such as social or cultural impacts. The debates around the identification, evidencing, measurement and fostering of impact are communicated via regular staff development sessions.
- II. Emphasising the importance of co-development of research programmes with user communities. This involves recognition of impact potential at the design stage of, at the inception of, during and beyond completion of research projects, recognising that the realisation and recording of impact may need to be a managed process over a substantial time period. These considerations are central to the scrutiny which the School's Research Bid Peer Review Panel applies to all funding bids. The School's Impact Fund makes available £20,000 a year to support the promotion, development and recording of evidence of research impact. As an example of co-development, in 2013 alone, researchers in the

School have led, or been significantly involved in, securing funding from the ESRC for five new seminar series, each of which has involved or will involve communities of practice in the design, running of, and participation in, the programmes. This represents School involvement in half of the ESRC's ten newly-funded seminar series in 2013.

- III. Working closely with central services such as Research and Graduate Services and Business, Engagement and Innovation Services to promote the range of knowledge exchange opportunities and vehicles and to encourage staff to establish knowledge transfer partnerships (KTPs), generating academic outputs and material changes within partner organisations. Recent examples include Winklhofer and Story's KTP with Aromco Ltd and McCabe's with the Family Holiday Association.
- IV. Providing academic staff with the contractual opportunity to engage in private work (one day per week), thus facilitating and enriching dialogue with wider audiences. One route via which this has generated opportunities has been executive education, where contact with client organisations has led to the identification of research agendas with impact potential. Recognising explicitly in the Performance Review Process the importance of impactful research and the time commitment required to develop and deliver impact.

Access to Practitioner Expertise

- I. Establishing School/Centre/Institute advisory boards populated by senior representatives of non-academic user communities. These ensure a dialogue which communicates to academics issues of contemporary practitioner interest, whilst those communities are kept fully apprised of research outputs and their potential influence beyond the academic world. The School Advisory Board features senior figures from major business organisations including Rolls Royce plc (Mughal, Executive Vice-President), Alliance Boots (Pessina, Executive Chairman), Tesco plc (Nelson, International HR Director), and Accenture (Lacy, Managing Director, Sustainability Services). External bodies are also represented in Centre/Institute advisory boards. For example, ICCSR's Advisory Board is chaired by the former Director of Corporate Social Responsibility at BT (Hosford) and includes members with senior responsibility for social responsibility in KPMG Europe (Kelly), Business in the Community (Pemberton) and First State Investments (Oulton). Relationships which begin with membership of advisory boards invariably develop into richer and more intensive bilateral relationships. For example, Phil Cotter, a former Director with Experian and a School Advisory Board member, is invited to regular strategy discussions with the School Executive, whilst Peter Lacy (Accenture, see above) has been closely involved in advising the School on how to embrace the emergent sustainability agenda and has visited the School, and spoken to different groups of staff and students, on a number of occasions.
- II. Encouraging a strong and continuous connection with user communities via (i) open events such as the School's Business Leaders series, where invited senior business figures address a diverse audience in the School, with facilitated networking opportunities. Recent speakers include Sir Paul Smith (Paul Smith Ltd), Willie Walsh (International Airlines Group), Stephen Robertson (British Retail Consortium), Mark Ovenden (Ford UK), (ii) specific invitations to members of policy and regulatory communities to visit the School and to share agendas with academic staff; a recent example was the visit of Business Secretary Vince Cable, who formally established the Haydn Green Institute and shared his views with academic staff on approaches to supporting and stimulating enterprise, and (iii) visiting positions (honorary professor/associate professor, industrial fellow) for eminent current and former practitioners. Organisations represented in these categories include the BBC, Sky, Barclays, Rolls Royce, Beijing Pharmaceutical Company.

Establishing and Maintaining Long-Term Partnerships

- I. Building strong collaborative relationships with a diversity of non-academic institutions. These span both the national/multinational and SME corporate sectors, government departments and agencies, NGOs and third sector organisations. They involve co-operating with organisations as subjects of, or partners in, research (e.g. NHS, Rolls Royce, a large network of around 200 regional SMEs), co-development of specialist degree programmes (e.g. Executive MSc with Rolls Royce) or the co-development of executive education

programmes (e.g. with Vision Express, Alliance Boots). There is conscious involvement of potential user groups in co-development of research programmes, on research programme steering/advisory panels and via carefully targeted dissemination strategies. A prime example has been the work of the Financial Services Research Forum, now subsumed within CRBFS. The Forum operating model involved corporate members paying annual subscriptions, which funded research projects conducted by academic members. Issues of contemporary interest to the financial services sector were identified by corporate members and appropriate research designs were then co-developed by academic Forum members and corporate partners. On completion of the research, findings were presented to the entire Forum membership, as well as being embodied in a range of academic outputs and disseminated via Facebook, Twitter and other digital media. The strong tradition of co-creation of research prevails under the new institutional arrangements, with around ninety registered Centre affiliates including the Association of British Insurers, Barclaycard, the British Bankers' Association, the Building Societies Association, the Financial Ombudsman Service, Legal and General Group plc, Prudential plc, Santander, Swiss Re, the Technology Strategy Board and Zurich Financial Services. Professor Devlin's case study illustrates how this operating model has generated material examples of impact across the sector.

- II. Encouraging staff, with Impact Fund support, to develop relationships with government departments, regulatory agencies etc. via raising these agencies' awareness of the School's research, serving on policy advisory boards, attending policymaking conferences, presenting seminars, engaging in policy consultations and involving government officials in the design of research programmes.

Creative Approaches to Dissemination

Disseminating broadly the research of the School via the full range of contemporary media, with the assistance of the External Relations team, the School's media agents and other units within the University (e.g. Centre for Advanced Studies, Marketing and Communications) to ensure widest exposure for research across the range of potential user communities, including the Ingenuity local business network of over 1300 SMEs which originated in the School. Recent examples (outlet in brackets) include Dr Samuel's work on industrial relations in the NHS (Public Service), Professor Waring's work on public to private career changes (Nursing Times), Professor Bruce's research on banking bonuses and European corporate governance proposals (FT Investment Adviser), Dr Amess's work on privatisation (China Daily) and Professor Devlin's research on professional standards in financial services (Money Marketing).

c. Strategy and plans

We aim to maximise the future impact of our research both by enhancing existing initiatives and introducing new approaches to identifying impact potential and routes to delivery. These include:

Further refining individual/collective understanding of/engagement with 'impact' by:

- Strengthening scrutiny of impact strategies in research bids via the School's Research Peer Review process.
- Requiring all staff to develop explicit strategies for broad dissemination of research outcomes and requiring explicit recognition of the importance of impact and associated resource implications, in Performance Review.

Continuing to enhance communication with central services, other disciplines, external partners to share insights, strategies via:

- Increasing awareness of University-level, research council and other support for impact and knowledge exchange initiatives. Supporting staff in bidding for impact-related funding (e.g. research councils, HEIF, ERDF). Enhancing School financial support for the cataloguing of impact evidence, and the publicising of impact cases.
- Increasing further the number and range of events which facilitate broader and deeper interaction, both with existing and potential new collaborators, in partnership with Marketing and Communications and Business Engagement and Innovation Services.

Impact template (REF3a)

- Continuing to expand our network of colleagues in other disciplines to enhance opportunity recognition in the area of commercialisation of innovations and to increase the impact of their research.

Continuing to develop and enrich commitment at School level in terms of structures and processes to support achievement of impact by:

- Establishing a School Impact Officer to champion awareness and development of Impact-related issues (with a position on Research Directorate).
- Developing skills and sharing good practice in nurturing, developing, measurement, corroboration of impact by raising the profile of these activities through different media and the existing School staff development programme.
- Publishing an Annual Review of Research Impact.
- Introducing annual Impact Awards, with financial rewards attached, for the best examples of research impact.
- Establishing a database, and requiring self-reporting of impact evidence in accessible language and format for all audiences.
- Actively involving our international campuses and large global networks in maximising global impact.
- Ensuring that the School's Impact Fund is adequately resourced and needs-driven.

d. Relationship to case studies

There is a clear and discernible relationship between aspects of the School's impact strategy and many of the cases. This is most explicit where cases relate to the work of School-based centres or institutes, each of which has wider engagement, relevance and impact as a core objective. The School's policy of encouraging staff to establish strong relations with government agencies is reflected in the cases of Professors **Fenn, Paton, Starkey and Thompson**. Each of these builds on agencies' familiarity with these staff members' areas of research expertise, which has translated into informal or formal consultancy roles or committee memberships. Here, there is clear recognition that the individuals' research has generated material impact through new approaches to policy, regulation or practice, as evidenced by published reports, policy statements and guidance on practice. Similar claims can be made in relation to the work of Professor **Wastell**, but here the impact case evolves from awareness of research expertise in the relevant area and the co-development of research agendas and research collaboration between government agencies, practitioner communities and the researchers. Professor **Devlin**'s impact case develops directly from the innovative and very explicit approach to impact of the Financial Services Research Forum, the work of which is described above. Professor **Wright**'s case reflects a long-standing and close connection with major organisations in the venture capital community. The Centre for Management Buy-out Research (CMBOR), has been funded by Barclays Development Capital and Ernst and Young since its establishment at Nottingham in 1986. Dr **McCabe**'s case demonstrates the benefits associated with developing parallel collaborative relationships across a range of sectors. His research into the impact of social tourism and work with the Family Holiday Association, the tourism industry and government agencies has propelled awareness of the benefits of social tourism to a national level and has ensured that both the tourism industry and government now see its promotion as important in enhancing social welfare among less advantaged groups in society.

Professor **Moon**'s and Professor **Mosey**'s cases each stem from their connections with, and the relevance of their work to, agencies which have an interest in raising awareness of, and addressing, shortcomings in particular areas of corporate practice or individual capability. Each has been influential in informing how national and international agencies promote, respectively, socially responsible practices in corporations and the development of entrepreneurial awareness in individuals. As such, their contributions translate academic insight into effective practical responses in areas of rapidly developing significance.