

<b>Institution: Brunel University London</b>
<b>Unit of Assessment: 17 – Business and Management Studies</b>
<p><b>1. Unit context and structure, research and impact strategy</b></p> <p><b>Brunel Business School (BBS)</b> is a dynamic, research-intensive community with a diverse international staff and student body representative of our West London location and in line with our global ambitions. We draw energy and ideas from this diversity, our international outlook providing a varied, multicultural and interdisciplinary research environment that inspires our staff to instigate and lead agenda-setting research. Our vibrancy fosters far-reaching networking, global collaborations and research impact. It has created a complementary pool of methodological expertise through the recruitment of international scholars with specialist quantitative and analytical expertise to supplement a deep qualitative research base. Our close relationships with businesses and user communities enables staff to engage in applied research on local, national and international business and social challenges and deliver far reaching benefit. Our permanent research-active staff has increased by 20% since REF2014, achieved by consolidating our enduring strengths in cross-cutting research on entrepreneurship and innovation and a subject-spanning focus on sustainability and equality. Over the REF period we have achieved our strategic aims to:</p> <ul style="list-style-type: none"> <li>(i) increase research capacity by recruiting and retaining research-active staff, up to 72 FTE from 61 in 2014, and attracting ambitious world-class early career researchers such as <b>Batsakis, Laczko, Ferreira, Nguyen, and Taser-Erdogan</b> who publish in world-leading journals;</li> <li>(ii) accelerate our research success through high-quality published research outputs, with more than 61k citations since 2014 for submitted staff and an average h-index of 12; and since 2014 we have published 717 articles in peer-reviewed journals;</li> <li>(iii) secure £3.4M external funding to enhance the relevance of our research and enable us to address contemporary societal, economic and environmental challenges;</li> <li>(iv) build and sustain our high-quality PhD programme that produces excellent original research and prepares future researchers: 230 PhD completions since 2014 (192 on campus and 38 based at Ahlia University, Bahrain) and a current population of 127 students (103 on campus and 24 based at Ahlia); and</li> <li>(v) enhance the significance and global reach of our research impact through effective user engagement.</li> </ul> <p>These have been achieved through staff working together and with our PhD community openly and cooperatively, developing mutual understanding and rich research perspectives. We have aligned our research strategy with the UN Sustainable Development Goals, in particular SDG5 (Gender equality), SDG8 (Decent work and economic growth), SDG10 (Reduced inequality), SDG11 (Sustainable cities and communities), SDG12 (Responsible consumption and production) and SDG13 (Climate action), and priorities of the Global Challenges Research Fund (GCRF) to deliver cutting-edge research for the benefit of developing countries. This endeavour is exemplified by <b>Dora's</b> work with farmers in Uganda that improved processes to increase milk production, productivity and value, and thereby raised the living standards of Ugandan communities.</p> <p>Since 2014 we have made strategic investments in new cross-cutting areas which speak to the value we place on interdisciplinary research at the nexus of economic prosperity, environmental protection and social justice. We initiated critical research on Artificial Intelligence (AI) responding to the needs of external stakeholders to understand the benefits, implications and risks of embedding AI within contemporary business and society. Led by <b>Braganza, Canhoto, and Chen</b> and supported by British Academy of Management and internal funding for a sandpit in 2018, this initiative has launched numerous interdisciplinary projects and two special issues on AI in operations and supply chain management in high-impact journals. Our strength in organisational behaviour and human resources has underpinned our increasing emphasis on</p>

research to address inequalities, diversity, inclusion and social responsibility. We have invested substantially to advance research on food security and waste reduction, leading efforts to establish a Vision2020 hub to identify, prioritise and initiate new programmes of research. Likewise, our investment in social entrepreneurship is producing compelling new research and impact. We have also consolidated previously emerging strengths in brand management and marketplace cultures, and business intelligence and big-data, the latter extending our methodological expertise to meet the need for more dynamically responsive research.

The School has an inclusive research culture supported by robust and effective leadership. It is committed to building a sustainable community of researchers producing innovative research that benefits an increasingly globalised business world. This is operationalized through our five internationally renowned Research Groups (RG) that coordinate and foster research activities. The groups share an orientation towards nationally and internationally collaborative research supported through external income generation (*Section 3*). All academic staff, PhD students and RAs have primary membership of one group.

The **Accounting and Auditing Research Group (AARG)**, headed by **Jarvis**, delivers high-impact research in the three interrelated and strategically important areas of **accounting education (Aston, El-Tawy, Theodosopoulos)**, **environmental, social and governance performance and reporting (Elamer, Hadid, Nandy, Shaukat, Shiwakoti, Utham)**, and **financial reporting and auditing for SMEs (Jarvis, Theodosopoulos)**. Building on a strong blend of experience in the profession and academic expertise, the group has grown policy impact and research output significantly, bridging gaps in understanding between academia, the regulators and accounting practitioners on key societal phenomena. AARG's research is published in top-tier peer-reviewed finance and accounting journals including the *Journal of Corporate Finance (Aston)*, *Quantitative Finance (Utham)* and *Journal of Banking and Finance (Shiwakoti)*, and in wider scope outlets including the *Journal of Business Ethics (Shaukat)* and *Energy Policy (Elamer)*.

**Human Resource Management and Organisational Behaviour (HRM-OB)**, led by **Özbilgin**, undertakes applied research on organisational performance and behaviour, and the policies and processes underpinning modern HRM and workplace innovation management. With wide-ranging capabilities in qualitative, quantitative and econometric methods, and less traditional approaches (e.g. story-telling), their research examines issues at the micro, meso, and macro levels. The group addresses pressing behavioural challenges identified by the likes of the OECD and Academy of Management. These include **social inclusion and gender (in)equality (Kanji, R Simpson)**, **diversity in organisations (Taser-Erdogan, Kanji, Mordi, Özbilgin, Uygur)**, **employee well-being (Oruh, Valsecchi, N Wu)** and **migration (Kanji, Özbilgin, Vassilopoulou)**, alongside **leadership (A Simpson, Xing)**, **organisational transformation (Hendy)**, and **labour economics (Georgiadis)**. While recent appointments (e.g. **Taser-Erdogan**) have consolidated established expertise, others investigate more novel issues, such as **Uygur's** research on spirituality at work, **A Simpson's** research on workplace compassion, and **Özbilgin and Vassilopoulou's** research on the challenges faced by highly-skilled professional migrants. High-quality outputs have expanded rapidly in HRM-OB, including publications in world-elite *Academy of Management Review* and *Journal of Management (A Simpson)* and top-tier outlets including the *British Journal of Management (Özbilgin, A Simpson)* and *Work, Employment and Society (Vassilopoulou, R Simpson, Kanji)*.

The **Operations and Information Systems Management (OISM)** research group led by **Dora** was formed as a strategic merger of our operations (OASIS) and information management (ISEing) groups to capitalise on synergistically fusing management, engineering, systems and technology-based expertise to address the international interdisciplinary research needs generated by the growing pervasiveness of big-data and AI. Underpinned by several UNSDGs, driven by the digitalization agenda, and with a central concern for sustainability and to mitigate against global disasters and their consequences, the group focuses on four key areas: **digital transformation in production and service systems (Al-Karaghoul, Bak, Braganza, Hackney, Lee, Lu)**, **sustainable supply chains (Gallear, Hezarkhani, Manouri, Nguyen,**

**You**), **humanitarian operations** (**Dora, Mansouri**), and sector specific projects, notably **food chains and transportation optimization** (**Dora, Lee**). Utilising its growing capacity for data-analytics that has extended its management science expertise, the group takes a 'translational' research perspective to convert its interdisciplinary knowledge into practical real-world solutions. OISM has produced an impressive stream of new knowledge in world-leading journals such as the *European Journal of Operations Management* (**Hezarkhani, Lee, Mansouri, Nguyen**), *Production and Operations Management* (**Hezarkhani**) and *International Journal of Operations and Production Management* (**Gallear, Mansouri**) and other leading outlets notably *Production Planning and Control* (**Bak, Dora, Gallear**).

**Marketing and Corporate Brand Management (MCBM)**, led by **Balmer**, has a longstanding record of field-leading research excellence in corporate-level branding and marketing and continues to act as a trendsetter cultivating new understanding within five core streams: **corporate marketing and branding** (**Alwi, Balmer, M Wu**), **acculturation** (**Alwi, Dey, Yen**), **consumer culture, materiality and sustainable consumption** (**Chelekis, Ferreira, Yen**), **corporate heritage and history** (**Balmer, Cohen, Heller**) and, reflecting the extensive changes in modern marketing and supported by careful recruitment, the group takes pride in pioneering new research in **digital marketing, insight and interactions** (**Asaad, Canhoto, Dey, Laczko, Manika, Wei**). Facilitated by innovative research designs the MCBM group publish in world-leading journals including *Journal of Travel Research* (**Assad**), *Annals of Tourism Research* (**Yen**), *British Journal of Management* (**Alwi, Yen**), and the prestigious *Academy of Management Learning and Education* (**Ferreira**). Alwi exemplifies how our research support translates into high-quality knowledge production, with nine articles in period published in journals rated 4/3 by the Chartered Association of Business Schools (CABS) including her *Journal of Business Research* article cited over 130 times.

**Strategy, Entrepreneurship and International Business (SEIB)**, led by **Stoian**, has consistently produced rigorous research with real-world impact on enterprise and global business activity. Exploiting a wide-range of theoretical lenses, **SEIB** constantly applies its long-standing expertise to new and shifting enterprise contexts and configurations, e.g. social innovation in emerging markets. The group's expertise coalesces around four main areas: **strategy, sharing economy, and business ethics** (**Althonayan, Ayaz Arda, Ayios, Botchie, Gerwe, Kastrinaki, Ko, Sarpong, Tardios, You**), **international business and globalisation** (**Azar, Batsakis, Chen, Fallon, Stoian, Tabaghdehi**), **entrepreneurship and social enterprise** (**Clear, Guo, Li, Pittaki, Rosli, Samdanis, Wang**) and **business economics** (**Moscone**). Our strategy experts examine technological development and innovation and peer-to-peer business models. Our entrepreneurship experts examine entrepreneurial drivers, behaviour and policy, typically in hybrid-organisations, ethnic minority firms and family business settings. Our international business scholars investigate the internationalisation and expansion of large MNEs and SMEs, technology management, inward and outward investment and supra-national governance, and our economist expertise resides in applied econometrics in employment and health-policy contexts. The substantial corpus of SEIB's research is published in world-elite and top tier journals including *Journal of International Business Studies* (**Batsakis**), *Journal of World Business* (**Batsakis, Tardios**), *British Journal of Management* (**Batsakis, Wang**), *Business Ethics Quarterly* (**Kastrinaki**), *Social Science and Medicine* (**Moscone**) and *Strategic Entrepreneurship* (**Ko**).

Research is led by a School Research Team comprising the Director of Research (**DoR, Mansouri**), our Research Group Heads, our Director of Large Collaborative Projects and Outreach (**Dora**), our Ethics Coordinator (**Batsakis**) and our Seminar Series Coordinator (**Elamer**), and is supported by the College of Business, Arts and Social Sciences (CBASS) Vice Dean Research (VDR, **Gallear**) and the College Research Office. The DoR is a member of BBS's Management Board guiding discussions on School research strategy and resourcing, and is an active member of the College Research Strategy Group working with the VDR (chair), other departmental DoRs, College Research Centre Directors and members of the University's Research Support and Development Office (RSDO) on research vision, priorities and infrastructure development.

### Strategic aims for research

Our research is guided by our vision to make positive and significant impacts on society, the economy and the environment, and is steered going forward by five clear and regularly communicated **strategic aims**:

1. Ensuring the relevance of our research by tackling pressing contemporary challenges, providing novel theoretical and practical insights, and maximising the reach and significance of our research impact and knowledge transfer;
2. Continuously strengthening our intellectual contribution to the field with high-quality published outputs;
3. Identifying and facilitating interdisciplinary research, securing research income for strategic priorities (*section 3*) and building strong national and international relationships (*section 4*);
4. Recruiting high-calibre scholars at all academic levels in all five research groups (*section 2*); and
5. Nurturing and nourishing the collegiate research environment that we have created allowing all colleagues and PhD students to achieve their research goals (*section 2*).

### Contemporary challenges and research impact

Undertaking challenge-led user-relevant research is at the heart of our research strategy. Our research ideas are informed by actively engaging with external stakeholders and adopting innovative approaches for identifying emerging issues. We leverage our problem-solving capabilities to provide fresh insights and address pressing needs that have local, national and global resonance. Internal funding is provided to support research that has clear potential for positive socio-economic outcomes. The international diversity of our staff is a major strength, positively impacting our research through our wealth of international contacts and networks and cross-national research interests.

Tackling important challenges on sustainability and humanitarian action has led to significant external funding, high-quality outputs, awards and international esteem. **Mansouri's** work with the University of Tehran on humanitarian operations led to its new 'Centre for Research on Disaster Management and Business Continuity' and greater awareness in Iran of the role of humanitarian logistics and business continuity planning, building greater capacity to deal with humanitarian crises. **Dora's** project with farmers in Uganda not only augmented their income and business sustainability but provided a model for sustainable university/farm-sector partnerships and led to Mountains of the Moon University's full institutional accreditation by the Uganda National Council for Higher Education (UNCHE). **Braganza, Canhoto** and **Chen** have teamed up with Bell from Brunel computer science to examine the challenges posed by the rapid 'gigification' of work, creating an App to self-assess the effects of AI on peoples' jobs.

A multipronged strategy drives the vitality and sustainability of our research impact: (i) training colleagues in active user engagement skills, to identify pathways for impact, and to apply best practice principles (*see section 2*), (ii) facilitating their introduction to interested stakeholders and beneficiaries through organising practitioner workshops or conferences or through direct introductions, and (iii) nurturing those relationships to build sustained networks that then become available to others.

Brunel RSDO trained BBS staff to use the *Brunel Pragmatic Impact Toolkit's* impact strategies. This was followed in 2018 by a 'School Impact Awayday' organised by **R Simpson** involving colleagues in shared interest groups propagating new plans for generating impact.

**Wang** introduced BBS colleagues to West London social entrepreneurs and Community Interest Companies by organising an event on Measuring and Scaling-up Social Impact. **Balmer** continuously strengthens the MCBM group's work on corporate heritage brands, expanding colleagues' networks through his annual Corporate Heritage and Identity Symposiums, hosted at Brunel and overseas. These are now widely accepted within the international branding research community as a field-leading site of knowledge exchange. AARG has identified the need for greater alignment between accounting education, policy and the accounting profession.

**Elamer's** research identified vocational skills gaps in the UK's accounting curricula. To access key stakeholders and initiate research for corrective interventions the group's 2020 Accounting Symposium (*to be held in 2021 due to COVID-19*) is devoted to Accounting Education.

Our impact case studies were chosen as exemplars of our impact strategy in action, demonstrating the importance we place on being in tune with funder priorities and knowing our key research users.

In the UK, BBS research has had significant policy impact: **Dey, Al-Karaghoulis** and **Ayios** informed Ofcom's policy decisions on the local mobile telecommunications industry regarding speed and coverage, also adopted by major telecoms-player *Three* to update service priorities and reduce customer attrition. **Jarvis** used his connections with the UK's Financial Inclusion Centre to lead research on the business models driving payday lending and their often-destructive consequences, resulting in a cap imposed by the Financial Conduct Authority on UK high-cost short-term credit, a £1BN+ decrease in the UK payday lending market and a huge reduction in social detriment. **Georgiadis'** expertise facilitated his appointment as advisor to the Greek Minister of Labour, his research producing new evidence on the impact of the minimum wage on wage distribution and employment, leading to the significant increase in the Greek minimum wage in 2019 for those aged over 25 and for under-25s in the private sector.

**Dey, Dora** and **Rosli's** impact exemplifies our aspirations for international impact and our concern for UNSDGs. The Bangladesh government applied key findings from **Dey's** research in their policies supporting the electric vehicle industry. Using a 'Brunel Research Accelerator in Developing Countries' award, **Rosli** applied her practice-based research with the Ulu Sapi community (Malaysia), creating an independent marketplace and the significant expansion of small-holders' businesses. Her work on the development of entrepreneurial mindsets through intergenerational projects was adopted by the Activity Centre for the Older Persons (PAWE) in Putrajaya (Malaysia) and initiated negotiations with *Telecom Malaysia* for a new partnership to enhance the ageing populations' independence. The international impact realised in **Dora's** Ugandan case study was the product of a strong relationship with their farming community and a long period of scholarship adapting lean methodologies to food supply chains supported by a Brunel pump-priming BRIEF award.

We are maximising our research impact through the launch in 2019 of our major business-outreach platform **Brunel HIVE**. This aims to accelerate business growth, particularly for SMEs, within our local London community and globally through a strategy of engaged scholarship. **HIVE** connects businesses and key industry stakeholders with our research through networking, training and special events. It enables our staff to access users, pinpoint research priorities, and use our research to tackle immediate business needs. For these reasons we have also recently secured Small Business Charter accreditation.

Our impact strategy also embraces actively recognising opportunities to transfer knowledge and skills gained in one area to another. This approach is exemplified by **Lee**, drawing on expertise developed in his eGovernment research and OISM's expanded data-analytics expertise to secure income from the Medical Research Council to apply new techniques to streamline processes in the healthcare sector and improve public spending and patient outcomes.

We take pride in fostering **novel theoretical and practical insights** that can provide the basis for value-laden future impact. **Chelekis's** application of anthropological ethnographic grounded theory has delivered new insights into consumer cultures within Amazonian tribal communities.

The growth of digitalization in marketing is being investigated by several colleagues, notably the impact of machine learning and big-data in decision-making (**Canhoto**), consumer online communities (**M Wu**) and digital consumer culture (**Dey** and **Yen**). **Dey**'s work on digital marketing and culture within contemporary societies is already attaining considerable impact in the private and public sector internationally, including Hutchinson3G, and the Government of Bangladesh, as has **Vassilopoulou**'s research on diversity, through her gender bias and gender in leadership education for major institutions including the ECB, ING Bank and Eastman Chemicals.

To complement our approaches to nurturing a culture where impact is a natural first consideration when crafting projects ideas, we are presently developing a 'pool' of colleagues with experience in delivering impact from their research to act as 'Impact Coaches' to ECRs and colleagues without an established track record for generating impact.

### Intellectual contribution to the field

Enhancing the academic excellence of our research is a constant goal. High quality research enables us to maintain the highest standards in our intellectual contributions. Colleagues are supported to undertake research that merits publication in journals considered to publish work of world-leading or internationally excellent quality in terms of originality, significance and rigour. For 2018 and 2019, Scopus places Brunel in the upper quartile in Business and Management globally for publications per staff member and citations (FWCI). Since 2017 Brunel staff have published 147 papers in business and management journals on the Web of Science, with an average of 8.5 citations, and between 2014 and 2016 114 with an average of 24.0 citations. This high-quality output over the REF period has been achieved through a generous research support budget enabling international collaboration and the refining of ideas at leading conferences, dedicated research and writing time, and through our *Journal Article Publishing Programme* run **R Simpson** and **Özbilgin**, supporting ECRs to publish in high-impact outlets, and which comprises writing workshops and retreats and expert sessions often from editors of leading journals.

**Mansouri**'s *EJOR* articles were selected by its editors for special recognition at the prestigious EURO2019 conference. **Shaukat**'s Most-cited Paper (2016-2019) in the *British Accounting Review* (over 300 citations) and the Outstanding (**Mansouri**), Best (**Xing**) and Highly Commended (**Gallear**, **Yen**) Paper awards conferred by leading international journals, attest to our high academic standards. Our researchers are also recognised for impressive field-leading edited works, notably **Balmer**'s *Advances in Corporate Branding* with over 250 citations since 2017.

### Interdisciplinary research

At BBS we recognise the essential interplay between income generation, the collaborative process and **interdisciplinary** lenses. Research at the intersection of academic disciplines is a vital component of our research strategy and we lead and take advantage of University support to grow interdisciplinary research through our five research groups, the College's two interdisciplinary Research Centres and Brunel's four interdisciplinary Research Institutes.

**Wang** is founding Director of the College's Entrepreneurship and Sustainability (CES) Interdisciplinary Research Centre initiated in 2017. Twenty-five BBS colleagues are members and have secured competitive CES awards totalling over £100k for new research 'clusters', external collaborations, pilot projects and the preparation of external bids. **Fallon** and **Samdanis** used their CES award to initiate a twelve-strong Business/Sociology 'cluster' to catalyse interdisciplinary research on the impacts of institutions and innovation on entrepreneurship and SMEs, organising a Grant Writing Workshop and several high-impact article submissions. **Dora**, with Brunel colleagues from Engineering and Life Sciences, and collaborators from Cambridge, Rome and Uganda organised a Food Helix event attracting industry specialists to seed ideas for EU Horizon2020 project proposals in food security and

circular economy. **Yen** brought together Business and Psychology scholars with a primary school and examined the views and behaviours of children about wasteful food consumption, leading to a bid to the Nuffield Foundation. **Azar's** team used their award to develop a tool to measure UK SMEs' innovation readiness, **Chen's** to collaborate with Brunel's 'Impacting Business by Design' Project Manager to examine DIY laboratory business models, and **Pittaki's** to construct a database on the business impact of social enterprises.

Nine BBS staff are members of the College's Global Lives (GL) Interdisciplinary Centre led by Jones (Sociology), also securing pump-priming awards with scholars from Arts and Humanities, Economics and Education: for example, **Valsecchi** on Professional Formation, and **Özbilgin** on the transnational motherhood of highly-skilled migrants. Each CES or GL award is bestowed partly to help develop interdisciplinary capabilities for external bids. In the last three years, BBS staff have secured successful follow-on income from funders including the British Council, BAM and the UK-India Education and Research Initiative.

We created the new the post of Director of Business Engagement (**Rosli**) to scale-up our network of industry and third sector research users and to spread and enhance capability for developing industry partnerships amongst colleagues. **Nandy's** appointment as Director of Internationalisation fortifies this crucial strategy internationally.

Our interdisciplinary achievements are illustrated by numerous projects. **Braganza** and **Dora's** project, initiated with Aldridge from Education and involving the British Computer Society and Indian Institute of Technology Delhi and supported by grants from the British Council and the Indian government, created and trained 150 trainers across India in an employability curriculum on essential new skills for the AI sector. **Braganza's** 'Everyday Intrusions' project with colleagues from Law and Engineering assessed peoples' reactions to knowing how their personal data is commercialised by data aggregators and led to an APEX bid. ECR **Ferreira** was part of a seven-country interdisciplinary team who undertook research on the isolationism of ECRs, disseminated to the academy through their article in *AMLE*.

**Gallear** is leading the development of Brunel's fifth interdisciplinary Institute, the 'Institute of Communities and Society', through which BBS staff will lead new projects tackling priority interdisciplinary challenges in enterprise and entrepreneurship, identity and (in)equality, cultural and digital innovation, and migration and mobility. The Institutes serve to drive challenge-led research across Brunel's five Strategic Challenge Areas. **Canhoto** and **Dora** are members of the Institute of Environment, Health and Societies, and **Dora, Lee** and **Mansouri** the Institute of Energy Futures. **Dora's** membership facilitated his introduction to like-minded Brunel engineers and the opportunity to participate in an ambitious bid for a new £5M UKRI DTP on sustainable food futures.

We plan to initiate new interdisciplinary work in equality, diversity, inclusion and social responsibility, its salience highlighted by the intersectional inequalities observed during the Covid-19 pandemic. The appointment of **Paterson**, a social and natural scientist, as one of four University Global Challenge Research Fellows, has extended the School's transdisciplinary research capacity. **Paterson** is working closely with colleagues in BBS, arts and humanities and Energy Futures. She and **Dora** are active members of Brunel's Africa Group, catalysing interdisciplinary connections across Brunel to address complex development challenges in Africa. Both contributed to its most recent, highly successful, seminar series.

### Research integrity and open research

Maintaining the highest standards of research integrity is a requirement for all staff and students. All projects involving human subjects require ethical approval from the University through the Brunel Research Ethics Online (BREO) portal. Risk assessment is part of this process to help ensure all parties are protected. The School's Research Ethics Coordinator (**Batsakis**) is a member of the College Ethics Committee, and provides regular training on ethical considerations and preparing a BREO application, and updates on processes and best practice. Completion of

the University's Research Integrity training module is mandatory for all. These elements combine to ensure everyone robustly follows Brunel's Research Integrity Code, is sensitive to the needs of those they work with, and are attentive to the associated legal and professional frameworks.

We are committed to developing an open research environment to maximise the reach and impact of our research and embed a culture valuing open science. We expect that all published outputs including monographs are open access, requiring colleagues to upload their publications to BURA the University's open access repository. We also encourage them to utilise the University's substantial funding for Gold Open Access. All colleagues are required to have active ORCID ids, and we promote research data's digital availability through Brunel's *Figshare* or other repositories such as Harvard Dataserve. Training on research data management is provided by the University's Research Data Manager, who colleagues also consult when preparing funding applications.

## 2. People

### Staffing strategy and development

Our strategy for staffing and staff development is driven by our desire to achieve the highest standards of research excellence. Considerable care is taken to recruit, support, retain, and promote staff across our academic hierarchy. We consider the international backgrounds of our staff to be a particular strength, facilitating comparative and international perspectives, extensive international networking, and access to internationally diverse research participants through the abundance of regional expertise. Currently, 22% of our staff are nationals of ten different EU countries (excluding the UK), 37% are from nineteen different other overseas countries, and 41% are from the UK. We are incredibly diverse, particularly in gender (49% female), age (median ~45 years), and ethnicity (50% BAME). To sustain growth in the quantity of high-quality research and impact we have defined two strategies:

#### ***To recruit high-calibre scholars at all academic levels in all five research groups***

The sustainability of our research is underpinned by our commitment to recruit to permanent positions (100% of REF2021 eligible staff) and to careful succession planning for targeted growth in priority research areas. Accordingly, we have focused recruitment on sustainable development and global and ethical value chains, digitalization and AI, diversity and inclusion, social entrepreneurship and innovation, and consumer insight. Furthermore, we ensure the vitality of our research through the **strategic recruitment of early career academics**. **Pittaki, Guo** and **Tardios** (SEIB) have reinforced our strength in entrepreneurship and international business, adding expertise from the institutional, political, Chinese economy, and economic geography perspectives. In HRM-OB, **Taser-Erdogan, Oruh** and **N Wu** have extended critical mass in employee relations, equality, diversity and inclusion and flexible working and work-life balance. **Bak** and **Hezarkani** have consolidated OISM's research on supply chain skills and resilience, and service contracting and logistics. The intensity of our 'digital' research has been increased by ECRs **Gerwe**, an emerging authority on peer-to-peer business and the sharing economy, **Laczko** specializing in servitized business models, and **Tabaghdehi's** research on AI and the digital economy. **Chelekis's** appointment has enhanced our branding and consumer culture research.

We have galvanized our research supporting the UNSDGs and GCRF through the forward-looking recruitment of ECRs whose work is located firmly within emerging and developing market contexts (**Botchie, Chelekis, Oruh**). Building methodological capacity in data analytics to benefit research School-wide has been achieved with the appointment of OISM ECR **Nguyen** specializing in big-data analytics applications. **Elamer** and **Utham** have strengthened AARG's corporate governance and social responsibility research.



A proven track record of research accomplishments including a PhD, evidence of high-impact publications, and a clear vision for the development of their research is expected for all new appointments. To ensure our recruitment processes are fair and transparent, all staff taking part in recruitment activity are required to regularly complete unconscious bias training.

Our targeted approach ensures we strengthen areas that ***intersect our five research groups***. **Samdanis'** specialization in leadership and diversity in technology-based creative industries has strengthened SEIB's links with HRM-OB, as has **Ayaz Arda's** research on leadership and ethical business value creation in the digital era. **You**, a developing authority on circular economy issues in global sourcing has strengthened OISM's connection with technology management in SEIB. **Hadid's** appointment to AARG has added capacity in supply chain accounting and lean systems that directly connects with OISM research, as does **Elamer's** in environmental accounting.

Ensuring sustainability has also driven strategic investment in research leadership through top international scholar appointments. **Kanji** exemplifies this, appointed as chair in HRM with expertise at the intersection of gender, work and social inequality in the workplace and the home, providing mentoring of ECRs in their E&D research. Recognizing the opportunity for interdisciplinary collaboration with Brunel's new Medical School, **Xing**, an expert in leadership, resilience and cross-cultural perspectives in healthcare was appointed. **Wang** was recruited to spearhead SEIB's research in entrepreneurship and innovation. Specializing in entrepreneurial learning, RBV and organizational ambidexterity, she is able to support and collaborate with a significant number of other colleagues.

We recruited **Rosli** (Reader) for her wealth of expertise in entrepreneurial team learning and ecosystems and her ability to initiate innovative community-industry collaborations through co-creation. She has been instrumental in driving our research that delivers immediate social and economic impact through entrepreneurial mobilization. **Sarpong** (Reader) was recruited to lead research on second-order innovation and strategic foresight and develop research on first-generation West-African migrants.

To consolidate research leadership in MCBM, **Manika** (Chair) was appointed. She is mentoring colleagues throughout the school using her expertise in effective message construction for behaviour change. A new chair in Accounting will join in September 2021 to bolster our interdisciplinary research in sustainability accounting.

Focused recruitment of established senior and mid-career researchers balanced with emerging specialists in new contemporary areas serves to continually reinvigorate our priority research areas with fresh perspectives. It also outlines the need to contribute to collegiate and senior leadership roles and to developing our external profile. **Manika** and **Rosli** were also appointed to help increase capacity to bid for external funding and peer-review, bringing records of success with funders including EPSRC/Innovate UK, CRUK, the British Academy/Leverhulme, ERDF and the Quintin Hogg Trust.

***To nurture and nourish the collegiate research environment that we have created allowing all colleagues and PhD students to achieve their research goals***

We enable our staff to produce high-quality output and impact by implementing the *Concordat to Support the Career Development of Researchers* (Brunel renewed its HR Excellence in Research Award in 2020), and by providing extensive and flexible support that caters to the needs of all and drives up quality. At its heart is a finely-tuned research mentoring and personal development structure, numerous research training opportunities, and reflective appraisal of colleagues' specific career-stage needs.

A 30% time allowance for research is provided to all staff in our workload model. This, together with our effective mentoring scheme enables achievement of research goals. It enabled

**Hezarkhani**, mentored by **Mansouri**, during his first year at Brunel to obtain his first external grant from BAM/ANZAM for a timely study on supply chain collaboration among agribusiness SMEs and post-Brexit UK-Australia trade.

BBS has a generous research support fund (normally £2k per person annually) for conference attendance or activities to support research including data collection and purchasing specialist software. The budget is managed by the DoR and to maximise return and raise quality, is only allocated with strong justification. It has enabled extensive knowledge transfer and networking at leading international meetings such as the *Academy of Management*, *Academy of Marketing Science* and *British Academy of Management*. An additional £25k budget is provided to the research groups to invest strategically in group research resources/activities.

The **research groups** have been instrumental in driving our quality agenda and achieving our positive collegial and inclusive research culture. Members meet twice per term to discuss their group's strategic direction, share recent successes and project experiences, undertake training and assist each other with impact and grant planning.

Extensive training and support is provided by the School, notably grant writing workshops, peer-review for funding applications and our Research Impact Awayday, and through many more University channels. An annual Performance Development Review (PDR) helps colleagues to develop and reflect on research targets and for us to determine and offer the career development support they need. Research achievements are integral to promotion criteria and our staff have consistently demonstrated they meet the requirements illustrating the success of our staff development portfolio over the period. 22 staff were promoted to Senior Lecturer, five to Reader and five to Chair. We encourage colleagues to apply as soon as it is clear they are ready, and colleagues demonstrating outstanding research contributions are rewarded through accelerated increments. Professors and Readers are rewarded through performance reviews against annual targets linked to University expectations.

The College's Early Career and Researcher Development Series (EC&RDS) workshops incorporate planning pathways for impact and a session for colleagues proficient in generating impact to illustrate their impact journey to their peers. The Series introduces colleagues to the array of tools comprising the Pragmatic Impact Toolkit developed by Brunel's RSDO. Recognition for staff who have generated impact is celebrated through the University's Research Impact Awards. **Georgiadis** and **Jarvis** received Special Commendations in the inaugural awards in 2020 for 'Economic' and 'Policy' Impact respectively. Promotion, the 'Brunel Rewards' Programme and special recognition incentivises academic research excellence and building external esteem.

### Mentoring

Our agile research mentoring, operating principally through the **research groups**, ensures that each ECR/SL is assigned a mentor (professor or reader) in their area of expertise. The heads and the DOR meet with new staff during their induction to help them reflect constructively on their research plans and determine specific mentorship requirements. Our mentoring dynamic enabled both **Mordi** and **Uygur** for example, to benefit from **R Simpson's** publishing expertise, working collaboratively with her on their respective articles in *Gender, Work and Organisation*. Our preference is for a flexible system that responds to needs in a timely manner but we recommend a minimum of one meeting each term. Flexibility means colleagues can arrange supplementary mentorship from other colleagues with particular know-how (sometimes outside the School) for specific guidance such as on interdisciplinary aspects of their research or a funding bid. Mentoring is focused on ECRs and SLs, but is available to all colleagues. Whatever stage of career, the provision includes expedient feedback on projects and publications and plans for collaboration, grant capture and impact.

### Research leave

The University's competitive research leave scheme is open to all staff who have completed probation and is awarded to staff who demonstrate that the proposed work will lead to identifiable outcomes of benefit to the individual's standing and the University's research agenda. Applications are peer-reviewed by senior colleagues. Seven BBS staff over the period have benefited from periods of relief from teaching/administrative responsibilities to complete and write-up major projects, develop funding proposals or initiate new research. **R Simpson** was awarded three terms leave to develop pioneering interdisciplinary work on gender, ageing and migration and expertise in novel methodologies involving historical inquiry and memory work. She was able to complete her co-authored monograph *Gender, Class and Occupation: Men doing Dirty Work* and two articles published in leading journals.

The scheme was recently enhanced to a Sabbatical Leave (Research) scheme offering the flexibility to also apply for much shorter periods of release (e.g. three-weeks) to undertake more time critical activity. A Business School-specific scheme also supports those colleagues completing tenure in a substantial management role by retaining that role's reduced teaching load for up to one further year. After completing tenure as Director of Learning and Teaching, **Theodosopoulos** strengthened his collaboration with Federico II University of Naples and completed two journal articles.

Colleagues are also encouraged to apply for University Knowledge Transfer Leave. **Stoian** secured £15k to develop, evaluate and pilot a new knowledge-based framework for SME internationalisation with The UK's Institute of Export and International Trade.

### Support for early career researchers

All new lecturers undertake a three-year probationary period which includes targets for research; normally publication (or acceptance) of two refereed articles in journals considered to publish work of world-leading or internationally excellent quality and submission of an application to an appropriate funder. A minimum of two developmental interim reviews identify what additional support from the School or Brunel's research infrastructure may be needed to help meet probationary targets.

All probationers have reduced teaching and we try to ensure that their core teaching aligns closely with their research expertise. For those new to teaching we team them with experienced academics to quickly acclimatize them to our research-informed teaching environment and help them properly balance their research and teaching responsibilities. They are kept free from significant administrative roles.

Brunel's Research Initiative and Enterprise Fund (**BRIEF**), open to all ECR staff during the first three years of their contract, offers pump-priming funds up to £15k to initiate research projects and prepare follow-on external bids. Over the period, **Azar, Chen, Dora, Ferreira, Gerwe, Ko, Li, Stoian** and **Uygur** have all secured awards, totalling over £125k. All applicants receive one-to-one application support from the DoR and their research mentor.

**Azar's BRIEF** award covered travel and employing an RA, supporting data collection for an experimental study to examine managers' perceptions of cultural and institutional differences in foreign markets and initiating new collaborations at Groningen and Cardiff Universities. Likewise, **BRIEF** helped **Li** to establish a collaboration with the University of Minnesota. **Stoian's** award provided resources to liaise with the University of Glasgow on research subsequently published in the *Journal of World Business* and prepare a British Academy bid, and **Uygur's** facilitated collaboration with LUMS Business School (Pakistan) on a bid to the Leverhulme Trust. Findings from **Gerwe's** award were accepted for the 2020 AOM Conference, and in combination with an article in the *Entrepreneur and Innovation Exchange* has led to her invitation to present to UK Parliament on how the sharing economy is being affected by the Covid-19 pandemic. Since receiving her **BRIEF** award **Ko's** work on social entrepreneurship

has flourished including a BA/Leverhulme Small Research grant. **Ferreira's** current **BRIEF** award is supporting vital practice-led research on the re-cycling of waste products with Universities in Brazil and Chile, supporting our UNSDG commitment and an application to the ESRC-FAPESP bilateral agreement scheme.

### PhD students

We offer an exciting, productive and supportive environment for postgraduate research study in which our students are deeply immersed, and to which they make significant contributions. Led by PGR Director (**Mordi**) we currently have 103 PhD students on campus and 24 more enrolled through our partnership with Ahlia University (Bahrain) and have graduated 230 PhDs over the REF period (192 on campus and 38 based at Ahlia).

We recruit PGRs who aspire to examine contemporary issues in our five research groups' focal areas. Selection is based on merit. Our inclusive admission process is open to all, welcoming applications irrespective of their origin, and specific attention is given to those with protected characteristics, resulting in a rich and culturally diverse PhD community. In 2018 the School inaugurated the Cristina Scandellius PhD Studentship scholarship programme and our aim is to recruit more externally-funded students through the AHRC-funded TECHNE DTP that Brunel recently joined, and if successful through **Dora** and colleagues' UKRI sustainable food futures DTP bid. Funding can also be offered by research groups, and plans for **Braganza's** new AI Research Centre includes funding for PhD candidates interested in AI. Applications meeting threshold requirements which includes a relevant Master's (or equivalent) are shared with all staff. An interview with the proposed supervisors and an independent member of staff verifies suitability for admission.

The management of PGRs is guided by the University's Code of Practice on Research Degrees. First and second supervisors are appointed who students consult at least bi-monthly and a *Research Development Advisor* (RDA) provides broader personal developmental advice. Progress reviews by independent reviewers occur at months 1, 4, 9, 20 and 30, and we have considerably enhanced monitoring, scheduling and recording of supervision meetings (minimum ten per year) through a new electronic records system (eVision). We provide all students with dedicated office space close to staff, a computer and access to printing facilities and support remote working through online supervision.

Students receive extensive methodological, critical review, ethics, impact and e-Resource training through BBS's two seven-week Business Research Methods modules. Further training is available via the Brunel Graduate School's Researcher Development programme. Students can also proactively shape their development using Brunel's innovative 3D Researcher Development Tool© to pull together a personalised schedule of career-skills training, and have the opportunity to attain Associate Fellowship of the HEA and gain teaching experience through the University's PGR teaching training programme. Full access to the School's **Business Life Employability** workshops delivered with industry representatives facilitates professional development.

All students are members of a BBS research group and participate in our **Research Seminars**. At our prestigious annual **Doctoral Symposium**, they present to their peers and staff and receive enriching feedback. We encourage writing for publication, particularly to those training for an academic career, and many have been mentored to publish in international outlets, contributing to the growth, diversity and sustainability of the discipline, with some obtaining accolades such as an Emerald Literati Network Award for Excellence.

Our generous School budget supports expenses for presenting at leading conferences and since 2014 thirteen BBS students have benefitted from competitive Vice Chancellor's Travel Prize awards (circa £500) to connect with scholars in their field and seed links for future research. During the Covid-19 pandemic we augmented support by moving processes online, providing extra training on remote data collection, and reviewing timelines for those adversely disrupted.

Many BBS PhDs have secured significant roles in academia (e.g. numerous Senior Lectureships), private business (e.g. Supply Planning Manager) and the public sector (e.g. UN Social Affairs Officer), and some have secured awards, notably a Global Challenges Research Fund QR/ODA Grant.

### Equality and diversity

We are fully committed to equality of opportunity and diversity. It is only through inclusiveness and sensitivity to all protected characteristics including age, race, gender, disability, religion and sexual orientation, and devotion to wellbeing, that individual needs can be met and our world-class research delivered. 49% of our current research staff are female, 22% are under 39 years old, 10% between 60 and 69 and 4% above 70, and 50% identify as BAME. None have a declared disability.

Brunel University holds an Athena SWAN Bronze Award in recognition of its E&D achievements. Staff returning from maternity, adoption or paternity leave are strongly encouraged to make an application for Athena SWAN Research Leave. Our workload allocation model protects the 30% dedicated research time for all and ensures a balanced distribution with teaching, management and external engagement. Flexible and remote-working is available to all, permitting research off-campus (two days per week). We apply flexible arrangements or temporary teaching/administrative relief to help colleagues resume their research following absence due to ill-health or for those with caring responsibilities. Specialist resources are provided where required to support staff and PGRs.

The School has a Director of Equality and Diversity (**Vassilopoulou**) who, as a member of the School's Management Board, actively guides the School in meeting its responsibility for fairness and inclusion. Alongside the appointment of a College Vice Dean for Equality and Diversity in 2019, this places E&D considerations at the heart of all academic staff recruitment, development, promotion and support. We provide mandatory E&D training for new staff and all staff are required to refresh their knowledge annually. Equality impact assessments are used when there is competition for finite resources or opportunities.

These policies combine to ensure that no individual or demographic group are overloaded or disadvantaged and that we are responsive to the differential support required. Their success is illustrated by **Yen's** rapid progression, her research achievements and value-added as PGR Director leading to promotion to Reader and appointment as Associate Dean of the School. Moreover, all staff have been able to contribute to this submission; more than half of new staff in the period are female including six of the nine Chair/Reader appointments; the number of females and males promoted to Reader/Chair over the period was equal and more than half of the promotions were secured by BAME staff.

We are proud of the diversity of our PhD student community and the PGR Director, with input from supervisors and RDAs, monitors their overall wellbeing. 52% of those awarded their PhD in 2019-20 were female (a rise from 39% in 2014-15) and 9% identified as disabled. More than two-thirds of the awards have been to BAME students.

Brunel, as a research-intensive university, is submitting 100% of all eligible academic staff. We followed our Code of Practice for the fair and transparent identification of independent researchers and to ensure that the submitted outputs provided a balanced and unbiased representation of the work of our diverse academic community, their characteristics and contractual positions (age, disability, race, sex, part-time workers and fixed-term employees). Output selection was monitored through regular Equality Impact Assessments. The outputs submitted are a very well-balanced representation of the protected characteristics and contractual positions of BBS staff. For example, the 20% of staff of Asian ethnicity, 5% of Black ethnicity and 23% of Mixed & Other ethnicity are fairly represented contributing 23%, 5% and 24% of the outputs respectively.

### 3. Income, infrastructure and facilities

#### Research funding

During the REF period BBS has secured £3.4M of external funding for 34 projects from 14 different funding bodies/sources, including the European Commission (EC) (10 projects, 78% of funding), UKRI, NIHR and Leverhulme (5 projects, 3.3%), Qatar National Research Fund (2 projects, 6.8%), British Council (2 projects, 1.9%), British Academy (4 projects), British Academy of Management (2 projects), and other sources (9 projects, 8.4%) including NASA and SAMA Group (Oman).

Our income generation strategy emphasises preparing all staff irrespective of their career stage to bid for funding. Following our mandate to support diversity and inclusion, we have encouraged and supported wide participation across all levels and genders in securing grants; from senior staff (e.g. **Hendy** (F), **Lee** (M), **Mansouri** (M)) and **R Simpson** (F)), mid-career academics (e.g. **Dora** (M), **Heller** (M), **Rosli** (F) and **Vassilopoulou** (F)), and junior staff (e.g. **Hezarkhani** (M)). Impressively, we have increased the number of mid/early-career researchers securing awards compared to the previous REF.

Building on our research expertise and diverse international connections we make informed and strategic decisions targeting calls and opportunities that are timely and identified from funders' strategic priority areas:

In sustainable operations BBS staff have secured funding for four projects to reduce energy consumption and emissions in data centres (*GREENDC*, EC); in smart cities (*DAREED*, EC); and in maritime shipping (*MINI-CHIP*, EC; *CLOUD-VAS*, EC; and *PortForward*, EC). The *PortForward* project is also enabling the UK to progress the government's 'Freeports' initiative post-Brexit.

To increase the security of food chains and reduce food waste, we obtained funding for five projects: '*Evaluating food waste and its impact on sustainability performances in the fresh fruit and vegetables value chain in the UK using lean thinking principles*' (British Academy); '*Understanding young people's socialization into becoming consumers of food outside of home*' (British Academy); '*Food fraud prevention using blockchain technology*' (British Council); '*Lean humanitarian supply chain and logistics (LHSC) to ensure resilient and efficient food distribution in humanitarian disasters and emergencies*' (British Council) and '*Safeguarding food and the environment in Qatar*' (Qatar National Research Fund). The latter was a collaborative project with Turkish partners in response to the refugee crisis in Europe following the Syrian war and mass migration of refugees to Turkey.

To improve the performance of healthcare systems in one of the largest global public service sectors, and using AI, big-data analytics, and educational interventions, BBS colleagues secured four projects: '*Impact of Artificial Intelligence on productivity, employability and business models in health care services*' (UKIERI); '*Knowledge exchange on healthcare big-data analytics*' (Medical Research Council); '*A Big-data and social data-driven fuzzy cognitive map for public policy modelling and impact analysis*' (The NRF of Korea); and '*An innovative educational intervention to improve uptake of Hepatitis B and C testing in South East Asians: Intervention development and a feasibility study for a RCT*' (NIHR).

To understand the opportunities and challenges presented by the growth of social media, social innovation, and ICT-enabled social services, we secured three funded projects: '*Social services: Exploratory study on ICT-enabled innovation in social services in the EU*' (EC); '*Social Innovation: Driving force of social change*' (EC); and '*PolicyCompass- develop a visual, intuitive tool for social networks and e-participation platforms*' (EC).

In response to Brexit, a project jointly funded by BAM-ANZAM to investigate supply chain collaboration among agribusiness SMEs and post-Brexit UK-Australia trade was secured.

### Strategies for generating income and impact

A comprehensive strategy enables staff to succeed at income generation. This includes measures outlined in sections 1 and 2 including staff training, research and knowledge transfer leave, ECR BRIEF support and our intensive-mentoring approach, alongside pump-priming awards and grant writing workshops. The annual amount of the School budget dedicated to direct research support has risen steadily over the period, up to £153k for academic year 2019-20.

A Dean of School Large Grant Strategic Fund (circa £20k per annum) was introduced to support staff, especially ECRs, to undertake pilot projects for larger external bids. The scheme helped secure **Hezarkhani's** first grant. It enabled **You** to work on two major proposals: a GCRF bid led by Oxford and Tsinghua University (China) on 'Reducing the Impacts of Plastic Waste in Developing Countries', then on a UKRI proposal led by Newcastle University on 'Smart Sustainable Plastic Packaging' under the Industrial Strategy Challenge Fund. **Botchie** was able to organize two knowledge exchange workshops for BBS with the University of Ghana to generate novel ideas on internet of things and food poverty reduction, subsequently helping his participation in a bid by a consortium involving Newcastle University, The OU and a farmer's group in Ghana.

**Lee** and **Wang** joined forces using OISM and CES funds to organise a 'Research Proposal Awayday' in 2018 which contributed to the development of two substantial Horizon-2020 bids with Brunel as lead on data-analytics optimisation for logistics and supply chains.

The University's Research Support and Development Office (RSDO) supports projects with high impact potential through a substantial GCRF-QR allocation. **Brunel Research Accelerator in Developing Countries** awards are available to support the scale up of collaboration activities that are eligible for Newton Fund or GCRF funding. **Braganza, Dora** and **Rosli** all successfully applied (circa £15-20k each) to use their research to support communities in OEDC DAC countries to become more resilient and sustainable. **Brunel Global Challenges Mobility and Networking Grants** support researchers below the level of Reader to develop new engagements between Brunel and international universities or research organisations eligible for ODA funding. **Botchie** and **Lu** have both been awarded, **Lu's** initiating his 'Enhancing through Sharing' project with Tribhuvan University (Nepal) to improve patient access to healthcare through the development of a new service provider resource-sharing platform.

**Brunel Innovation Vouchers** support collaborative innovation with UK SMEs, social enterprises and third sector organisations who have not previously worked with us. Vouchers contribute up to £5k to the costs of accessing the University's expertise and facilities for projects to develop new products, processes or services and that will secure future collaboration, with the company contributing equally in cash or in kind. Through a £4.5k voucher, **Stoian** and **Wang** were able to help 15 SME social enterprises to assess their social, economic and environmental impact, and develop a toolkit for the sector and the Regulator of CICs to evaluate the wider impact of social enterprises.

The agility offered by our research and impact support is superbly illustrated by **Dora**. With his 'Accelerator' funding from RSDO he created the interdisciplinary Circular Food Forum network of diverse European government, industry and policy stakeholders. Supported also by his internal CES award, this then led to his Vision2020 Food Helix Event to develop new food-sector collaborations, and subsequently, through his membership of the Institute of Energy Futures to his participation in Brunel's bid for a £5m UKRI sustainable food futures DTP. Together, these internal mechanisms have supported his accumulation of external grants in excess of £140k and a prestigious masterclass on Blockchain-driven sustainability at PricewaterhouseCoopers.

We actively engage with the specialist support provided by the University's RSDO to develop and strengthen external bids. This includes timely alerts on grant calls through *Yammer* and

personalised recommendations via *Research Professional*, talks on scheme opportunities from invited funders (e.g. Leverhulme), networking and match-making events, funder-specific grant writing workshops and extensive support with proposal costing. It was through RSDO networking events that **Mansouri** succeeded in joining European consortia with his pioneering research on novel green scheduling. He subsequently won EC funding for two major projects as PI and Co-I respectively. The RSDO has appointed six new Business Development Managers, and colleagues are working with them to develop new relationships in the creative industries sector.

To strengthen their external bids staff also benefit from a robust College system for peer-reviewing all applications, receiving constructive feedback from two evaluators (one within and one outside the School). We operate a similar two-stage institutional scheme for ESRC bids. For the popular British Academy/Leverhulme Small grant scheme we use a 'Pitch-to-Peers' event that provides immediate feedback from a panel including previous awardees. This supported **Dora, Heller** and **Shiwakoti** to win their BA/Leverhulme awards. Peer-review is also required for internal schemes, and helped ECRs **Gerwe** and **Cheleki** to obtain their BRIEF awards.

### Infrastructure and facilities supporting research and impact

As part of the University and School strategy of creating an environment suitable for a world-class business school, we are now located in the state-of-the-art Eastern Gateway Building on the University's highly attractive, self-contained campus in close proximity to Heathrow airport. This is a purpose built, dedicated space for all staff, visiting researchers and our PhD students, with high-specification audio-visual IT-enabled rooms for research groups, workshops and research seminars. Co-location in a single flagship building in a prime location allows close coordination, integration of PhD students into wider activities and the effective delivery of staff development. It has fostered synergy and enabled greater collaboration amongst our research groups, has enhanced our research profile and facilitates extensive interaction with research users and other stakeholders.

It is home to our unique business engagement platform **Brunel HIVE** which supports impact through relationship building with practitioners and SME owners. The **HIVE** ecosystem through which we collaborate extensively with *West London Business* and local Chambers of Commerce, allows colleagues to access our ever-expanding business network, helping to build strong, vibrant and impactful links with research users, such as those developed with London Growth Hub, the CEO of BSE (formerly Bombay Stock Exchange) and Meres Consult Ltd amongst numerous others. In May 2020 through **HIVE**, **Canhoto** and **Wei** helped a boutique hotelier in Oxford overcome immediate and significant challenges imposed by the COVID-19 pandemic - just one of over 50 other examples of direct support.

Colleagues also benefit from training workshops and one-to-one advice on impact planning provided by the College's Research Impact Officer (Schuppert), from the College Research Office for post-award project administration, and for online public engagement from its recently appointed Research Impact (Social Media) Officer (Kania).

The School's Research Seminar Series hosts carefully selected leading scholars in areas of strategic importance to us who enrich our research environment and networks alongside internal speakers. Likewise, our five research groups act as crucial enabling infrastructure for events and interactions that enable colleagues to take full advantage of impact opportunities, as does a sizeable College Research Impact Fund and our use of Brunel's 'Impact Tracker' database.

Other infrastructural support for research includes an excellent central library providing outstanding access to specialist Business and Management resources (including over 26,500 books, 2,500 e-journals, Bloomberg, FAME, Osiris, Datastream and Thomson One) and an Academic Skills service for PhD students and dedicated subject librarians. We benefit from excellent IT and computing services and specialist software (e.g. NVivo, STATA), University and College research resource webpages, a Media Relations Team who provide media training and



assist with rapid research publicity and press releases, BBS's own bespoke searchable Research Expertise Database, and regular RSDO and *Leading Edge* research e-newsletters.

Brunel's online Research Database (BRAD) stores and automatically updates details of all staff publications including citation counts, and *Altmetrics* data tracks the attention our research receives. This is directly linked with our external-facing open access publications repository Brunel University Research Archive (BURA) showcasing our publications by making the full-text freely available. Extensive access to our articles via open-access journals is ensured through the University's Open Access Publishing Fund.

#### 4. Collaboration and contribution to the research base, economy and society

##### Collaborations, networks and partnerships

Our staff are empowered to network and build strong partnerships that raise the quality of our research and help shape ideas for innovative research and funding. Through the strategic support detailed in sections 1 and 2 including resources for joint projects, conference/symposium organisation and research workshops we have substantially strengthened the global reach of our networking and external collaborations. Colleagues collaborate with high-profile researchers nationally (e.g. Aston, Cambridge, LSE, Loughborough and Oxford), and from numerous countries globally, including Hong Kong University of Science and Technology, Harvard University, University of Groningen, University of Montreal, Stella Nkomo University of Pretoria and University of Sydney. In 4 of our 6 impact cases the main beneficiaries are located in overseas user-communities.

Our generous research allowance enables colleagues to create research networks that in turn translate to major collaborations with international partners. **Mansouri's** Horizon2020-funded "PortForward" project involves close collaboration with the Port of Vigo and LeiTaT (Spain) and industry and academic partners in Germany, Belgium, Greece, Spain, Italy and Norway, and **Lee's** "GREENDC" brings together academic partners in Turkey and commercial partners LKKE (UK), David Holdings (Bulgaria) and TURKSAT (Turkey).

The allowance facilitated **Theodosopoulos'** Erasmus research collaboration with The Federico II University of Naples on EU graduate entrepreneurship, and **El-Tawy's** with the University of Dubai. **Kanji** initiated the interdisciplinary project 'The Mental Load' with social policy and psychology colleagues at Kent and City University London, and now Harvard. **Vassilopoulou** collaborates extensively with the European Network Against Racism and is co-organising a pan-European event to be hosted by L'Oréal, Paris.

Through our strategy to lead in the development of Brunel research structures we have also expanded our **interdisciplinary collaborations**. **Braganza's** new Centre for AI brings BBS researchers together on projects with engineers, lawyers, educationalists, artists and medical scientists. **Wang's** Centre for Entrepreneurship and Sustainability has seeded more than 30 interdisciplinary projects or clusters led by BBS researchers involving colleagues from arts, computing, education, engineering, humanities, sociology and politics and numerous external scholars. Moreover, we frequently provide expertise to interdisciplinary projects in other departments, for example to the Brunel Design-led 'Impact Business by Design' project. **Mansouri's** Institute membership triggered his collaboration with Brunel engineers on an EU-funded zero-defect manufacturing project involving thirteen EU partners.

We encourage colleagues to initiate networks or join those at the forefront of their field. **Kanji**, with economists from Birmingham and East Anglia started a research network on educational outcomes in low- and medium income countries. **Georgiadis** collaborates with like-minded scholars from Oxford, Washington and UCL in the TEAM1000+Saving Brains consortium and on The Young Lives Determinants and Consequences of Child Growth Project Team with Oxford, Berkeley and Fordham. Our facilitation of **Dora's** work supported his appointment as 'Champion for Africa' in UKRI's interdisciplinary STFC Food Network.

Our staff provide intellectual leadership within the academy through chairmanship of Special Interest Groups: for instance, **Rosli** as Chair of ISBE's 'Practice and Impact SIG, **Canhoto** as co-Chair of the Academy of Marketing's 'Service Marketing and Customer Relationship Management' SIG and **Dey** as co-Chair of its 'Qualitative Enquiry in Marketing' SIG, and **Sarpong** as co-Chair of BAM's 'Strategy' SIG. The School's *Executive Speaker Series*, featuring amongst others John Cridland (former CBI Director General), Tom Levitt (former MP) and Peter Budd (CBE), connects colleagues with potential collaborators and research sites. We have hosted eleven Visiting Academics in the period from institutions such as Harvard and TU Delft Universities.

### Key research users, beneficiaries and audiences

The School supports colleagues to engage with and develop specific events for specific user audiences. ECR **Laczko** initiated collaboration with Insight Futures (Glasgow) on sustainability in the built environment, **Hezarkhani** developed relationships with the UK Meat Trade Association and Meat and Livestock Australia, and **Valsecchi** organised a multi-disciplinary Symposium on Health Technology and Innovation in partnership with the *Health for Work Adviceline*. **Alwi**'s research led to her appointment as brand advisor to the National University of Malaysia. **Wang** in collaboration with *Co-Innovate*, a Brunel ERDF project, organised an event for social entrepreneurs and community interest companies (CIC) on Measuring and Scaling-up Social Impact, featuring talks from CIC practitioners and BBS researchers.

Other examples of our successful user engagement include: **Manika**'s work with the Royal Borough of Kensington and Chelsea's Adult and Social Care Committee on energy saving interventions in healthcare; **Dora**'s engagements with an Indian Government development studies body; **Hendy**'s collaboration with an NHS Trust Accountable Care Partnership; and **Jarvis**'s 'Payday Lending: Fixing a Broken Market' Roundtable events with the ACCA and with the House of Lords, the latter chaired by the head of the Archbishop of Canterbury's Task Force on Responsible Credit and Saving. **Jarvis** also presented on Britain's debt to a roundtable chaired by the PPS to the Secretary of State for Business, Innovation and Skills. **Hendy** regularly engages practitioners through the *West London Business* forum.

External briefings and seminars are important nodes of engagement. **Hendy** briefed 150 Cabinet Office staff on targeted Covid-19 health interventions for UK BAME communities. **Rosli** chaired a 'Thought Leadership Dialogue on the Future of Ageing' involving 18 stakeholders from NGOs, government and universities and moderated a Webinar on generational issues during crisis, both organised through Malaysia's 'Social Innovation Movement'. Our support has benefitted our ECRs, exemplified by **Gerwe**'s invitation to be a Symposium panellist at the prestigious AOM conference, and her initiation of a collaboration with the Plekhanov Russian University of Economics.

Our involvement in Brunel's Open Innovation Partnership with the Cabinet Office (CO) illustrates our commitment to knowledge exchange on societal issues with the UK government. **Braganza**, **Canhoto** and **Chen** provided expert knowledge to Members of both Parliaments on the effects of AI on jobs and the future of work, **Hendy** briefed its new National Leadership Centre, and **Jarvis** spoke on consumer indebtedness. Reciprocally, we have benefited from CO Masterclasses on influencing policymakers in parliament.

Our creation of the posts of Directors of Business Engagement (**Rosli**), Internationalisation (**Nandy**) and Strategic Engagement (**Hackney**) and of **Brunel HIVE** has augmented our capacity for the development of long-lasting external relationships in the future.

### Engagement with diverse communities and publics

Our research strategy emphasises communicating important research findings to user communities and the wider public. **Rosli** illustrates this as panellist at the UK Access to Finance

and Funding Show organised by the LEAP consortium, and **Samdanis** as panellist at the International Symposium on Electronic Arts and public exhibition. **Bak** took her research on soft skills to supply chain practitioners through CIPS' SC-JOBS forum and her expert interview with *Procurement Leaders*. **Balmer** advised an Australian TV production company for the documentary "The Story of the Royals" broadcast by Australia's ABC.

We engage the public through our media contributions. **Vassilopoulou** and **Özbilgin** were interviewed by ERT Radio (Greece) about their WES paper on the migration of highly-skilled Greek's to Germany which also featured on Greece's ANTI TV and in its TaNea newspaper. **Mansouri** was interviewed on Iran's Documentary channel about humanitarian disaster operations, **Dey** on the BBC South Asian Network about community acculturation, and **Rosli** about entrepreneurs on Haringey Local Radio.

Our research features in national press including *Die Welt* (Germany) (**Balmer**) and *Russia Today* (**Dey**). **Moscone** was interviewed for articles in the *Independent*, *Daily Telegraph*, *THE* and several Italian/Spanish newspapers. **Batsakis** has written for newspapers *Eleftheros Typos* and *Naftemporiki* (Greece) and *Business Partners* (the official magazine of the Hellenic-American Chamber of Commerce), and **Canhoto** for *Retail News*. ECR **Utham**'s research on hedge fund activists featured in *CityAM*. **Canhoto**, **Dora**, **Ferreira** and **Jarvis** have written numerous pieces for *The Conversation*; ECR **Ferreira**'s co-authored article "Overworked and isolated: the rising epidemic of loneliness in academia" has already reached 40,000 readers and was republished by the World Economic Forum. **Yen**'s research on social media image usage was featured in *Raconteur*.

Our staff regularly engage public audiences through Brunel's own public channels. **Dora** tackled 'Food Sustainability and Security' through Brunel's Public Lecture Series, and **Canhoto** discussed 'Mortgage Market Lockdown Lessons from the 2008 Recession' through our Public Webinar Series.

### Wider contributions to the economy and society

Our research expertise is frequently sought by governments. **Vassilopoulou** and **Özbilgin**'s work was discussed in the Greek Parliament which has since introduced new policies to reverse the trend of highly-skilled Greek worker migration to Germany, and **Rosli** informed the Malaysian Ministry of Higher Education about ROI for research which they used to develop a new methodology for university research evaluation. **Althonayan** provided advice to the Kazakhstan government's Strategic Development Advisory Board, **Georgiadis** served as Advisor to the Greek Ministry of Labour, Social Security and Social Solidarity, and **Shaukat** has provided written evidence on corporate governance to the BEIS Corporate Governance Enquiry and UK Financial Reporting Council.

Likewise, many BBS colleagues are called on by policy or advisory groups. Alongside European Commission appointments, **Jarvis** has served as Chair of the Consumer Protection Group of the EBA, is Special Adviser to the European Federation of Accountants and Auditors and has acted in similar capacities with the Nordic Federation of Accountants and the Danish Consumer Council. **Hendy** is Advisory Board member for The Health Foundation, **Batsakis**' is assessor for 'Enter-Grow-Go' the official start-up incubator of Greece's Eurobank, **Xing** regularly advises the China-based influential think-tank Centre for China and Globalisation, **Rosli** has advised Malaysian NGOs, its Academy of Sciences, and its ARMA on embedding research impact, and **Nandy** provided an influential policy paper to the Institute of Chartered Accountants of India.

We also engage through service with not-for-profit advocacy and professional bodies. **Dey** has served on the Technical Advisory Committee of CIM, **Lee** on the Korea Scientists and Engineer Association in the UK Audit Committee, **Özbilgin** on the NHS Employers Scientific Advisory Board, and **Stoian** on the International Trade Committee of the London Chamber of Commerce and Industry. **Jarvis** is Board Member of The Genesis Initiative (The National Senate for the UK SME Sector), and Director of NFP Registry Trust limited who operate *TrustOnline*. **Nandy** is co-

Chair of the British Accounting and Finance Association's (BAFA) South East Group, and **Shiwakoti** Advisory Board member of its Financial Markets and Institution's SIG.

### **Contribution to disciplinary sustainability and responsiveness to national and international priorities**

BBS researchers work enthusiastically to advance the discipline and its interdisciplinary capacity, organising international events that instil a culture of valuing knowledge transfer. AARG hosts an annual Accounting Symposium to engage research-users and leading scholars in their outstanding research. It attracts keynote speakers from leading accounting bodies, regulators and government, including the ACCA, ICAEW and HMRC. In HRM-OB, **Özbilgin** founded and has organised the international Equality, Diversity and Inclusion (EDI) Conference every year since 2014, chaired by **Vassilopoulou** in 2017 and 2019, and **Kanji** organised an International Symposium on Mental Load for the *Work Family Researchers Network*. In MCBM, **Balmer** founded both the annual International Corporate Identity Symposium (organising five since 2014), and the International Corporate Heritage Symposium (organising two) and **Alwi** chaired an international Colloquium on Corporate Branding, Identity, Image and Reputation in 2017. **Lee**, in OISM, co-chaired the first International Workshop on Energy Data Analytics (Greece), and in SEIB **Mosccone** regularly chairs the annual American-European Health Economics Study Group Meetings and the Spatial Health Economics Workshops. **Sarpong** has co-convened two BAM Capacity Building Workshops on publishing in elite journals.

Colleagues likewise support the discipline through programme committee work, chairing tracks or special workshops (for example **Canhoto's** workshop on 'Artificial Intelligence in Marketing' at the Academy of Marketing Conference (2018)), and acting as expert panellists (for example **Theodosopoulos** on New Technologies and Sustainable Growth at the International Congress on ICT). Furthermore, our staff have led intellectual development in the field assembling state-of-the-art research through 20 completed Special Editions over the period in leading journals including the *British Journal of Management* and *Organization Studies*, and they are regularly invited to share their exceptional research findings through seminars at international HEIs.

Our enabling environment promotes **responsiveness to national and international priorities**. This includes urgent research and insights on the current Covid-19 pandemic as exemplified by **Hendy's** NIHR/UKRI award to develop targeted COVID-19 health interventions to UK BAME communities and her accompanying Cabinet Office briefing, ECR **Ayaz Arda's** contributions since April 2020 to the *West London Business Covid-19 Help Database*, and the 'Brunel for Business: Opportunities and Resilience in Crisis' Webinars quickly organised in May 2020 to provide advice on technology and wellbeing during lockdown (**Asaad** and **A Simpson**), migrants' experience of lockdown (**Yen**) and business adaptation and crisis navigation (**Ko**). **Nandy** provided written evidence to BEIS on SME recovery planning and support measures, and **Canhoto's** article on consumer vulnerability to the 'mortgage lockdown' featured in the *Birmingham Post*. Exemplars in other priority areas include **Yen's** collaboration with a local primary school to identify strategies for reducing food waste by empowering schoolchildren, and **Jarvis's** work on the Welsh Government's Advisory Review Panel to establish high street banks' propensity for funding SMEs.

### **Wider influence, contributions and recognition by the research base**

Evidence of the School's wider influence and recognition for intellectual leadership in the discipline since 2014 includes:

- **Mosccone** and **Wang** are Senior Members of the ESRC Peer Review College, **Mosccone** of the Swiss National Science Foundation, and **Jarvis** of the EUFIN Scientific Committee.
- Our staff serve on **national/international grant committees**: British Council KT (**Rosli**), Canadian National Sciences Foundation (**Özbilgin**), Carnegie Trust (**Jarvis**), China Scholarship Council (**Xing**) and NHS Models Programme (**Hendy**).

- **Reviewing for funders:** colleagues have evaluated numerous proposals for major funders, including the BBSRC, British Academy, British Council, DFID, EPSRC, ESRC, European Commission, GCRF, Independent Research Fund Denmark, Israeli Science Academy, Leverhulme, MRC, Netherlands National Science Foundation, NERC, NIHR, Research Promotion Foundation Greece, *TheAHSNNetwork* and Wellcome Trust.
- **Journal editorship:** Fifteen over the period, examples include Editor of *European Management Review* (**Özbilgin**), Senior Editor *Management and Organisation Review* (**Xing**), and Associate Editors *Journal of Marketing Management* (**Canhoto** and **Manika**); alongside 40 memberships of peer-reviewed **journal editorial boards**.
- The award of 27 esteemed **visiting professorships/positions:** examples include **Fallon** WSB University (Poland), **Hackney** and **Vassilopoulou** University of Sydney, **Jarvis** sponsored MIA Chair University of Malta, **Mordi** Coal-City University (Nigeria), **Özbilgin** University Paris Dauphine, and **Sarpong** University of Kwazulu (South Africa).
- Twenty-two current staff have given over 50 **invited keynote addresses** at prestigious meetings across the globe.
- The vast majority of our current staff frequently **referee articles** for over 25 CABS 4\*/4-rated journals, and over 70 CABS 3-rated journals.

Our commitment to developing the research excellence of academics and enhancing access to research careers for students extends far beyond Brunel internationally. We provide coaching in PhD supervision by first supervising our PhD students based at Ahlia University with Ahlia academics as second supervisors. Our staff deliver research training for these PhDs, and have done so for doctoral training at the Universities of Bergamo, Galatasaray, Macquarie, Malaya, Minho (Portugal), Oxford and Southampton. **Sarpong** has co-convened three BAM Doctoral Symposiums and two Online Doctoral Workshops for its Management Strategy SIG, and **Samdanis** organised the 2018 London Centre for Social Studies' 6<sup>th</sup> Methodology Conference. As a member of the AHRC TECHNE Doctoral Training Partnership we collaborate in postgraduate training with seven other institutions. Staff frequently supervise external PhD or DBA students, and while working at BBS current staff have externally examined more than 120 PhD theses.

The significance and impact of the School's research is demonstrated by the Prizes awarded to our ECRs: **Nguyen's** 2018 Santander Networking Award and **Gerwe's** and **Stoian's** Best Paper Awards at EURAM and BAM respectively; and those to established researchers, such as **R Simpson's** 2017 BAM Richard Whipp Lifetime Achievement Award; **Alwi's** Outstanding *JBR* Reviewer Awards, **Jarvis's** Jean Monnet Scholarship, **Mosccone's** Benigno e Filomena Suffoletta 2018 Gold Medal for contributions in health economics, **Nandy's** Bangaratna Calcutta Press Club Award for research in accounting, and **Xing's** Inaugural Hermann and Marianne Straniak Stiftung MOR Best Paper Award 2016, alongside numerous other Best Paper awards bestowed by leading conferences.