

Institution: University of Roehampton
Unit of Assessment: 17 - Business and Management Studies
<p>1. Unit context and structure, research and impact strategy</p> <p>The Roehampton Business School (RBS) is a dynamic unit that has significantly expanded its research base since 2014, producing theoretical and applied research on a wide range of contemporary issues affecting global businesses, other organisational structures and their managers. Our overarching strategy has been to focus on research that helps build sustainable organisations and enterprises that are effective, ethical and promote social justice. To support this vision we have sought to build a substantial research team; establish high quality external collaborations and grow our doctoral research community while fully integrating these new scholars into our research culture.</p> <p>At the time of the REF2014 submission, our embryonic unit consisted of five academics (4.8 FTE), all of whom were experienced researchers (4 Professors and a Reader) situated in the Centre for Organisational Research. Since this time, the research unit in RBS has rapidly expanded through sustained institutional investment which has been instrumental in attracting high quality staff, across all career stages, including senior, mid- and early career researchers. Our submission has grown significantly, and currently includes 19 (18.7FTE) staff. We have delivered on our ambitions through providing focused support for research active staff according to our strategic priorities. As a result, since 2014, we have published well in excess of 100 peer-reviewed articles in internationally renowned journals (e.g., CABS 3, 4 or 4* rated), collaborated extensively with research networks, businesses and public sectors internationally, successfully supported a five-fold increase in total research income and seen the number of our PhD completions rise more than five-fold, from 3.33 to 17.</p> <p>Collectively, our research and working practices are foregrounded by a commitment to equality in relation to gender, to ethnicity and migration, and to ethical considerations including corporate social responsibility, sustainable development and environmental concerns. RBS research is led by the Research and Knowledge Lead (Drinkwater) and is now organised across three research clusters (<i>Accounting, Finance and Economics; Marketing and Supply Chain Management; People, Organisation and Strategy</i>), each of which is led by a Professor, and sustains a critical mass of researchers and doctoral students who collectively enrich RBS's lively and ambitious research culture.</p> <p>Research Clusters</p> <p><i>Accounting, Finance and Economics</i> (Busco, Drinkwater, Elmassri, Foresti, Harris, Malafrente, Parhi). Researchers in this area examine the interrelated systems of reporting and decision making related to accountancy, investment, finance and labour. Busco has developed a new approach to accounting and reporting – the maieutic machine – which is an open platform for participation, engagement, and knowledge generation and which has been adopted by multinational organisations across Europe. Drinkwater's research examines labour market discrimination and interregional migration, exploring the migration strategies, labour markets and social integration of Eastern-European migrants. Elmassri focuses on strategic investment decisions, particularly in environments of extreme uncertainty and Foresti examines monetary and fiscal policy and their interactions. Harris' research explores how managers make sense of risky business propositions in reaching strategic investment decisions. Malafrente's work on accounting and finance covers subjects such as integrated thinking and reporting, risk disclosure and management while Parhi's research investigates technological change and economic development, the diffusion of technology and economic growth. Cato has led impact work in the area of green economics in this cluster, whilst she also represented the South West England as Member of the European Parliament (MEP) between 2014 and 2020.</p> <p><i>Marketing and Supply Chain Management</i> (Asgari, Chen, Rafiq, Yu, Zarantonello). Scholars in this area examine supply chains, logistics, consumer behaviour and the dynamics of marketing. Asgari's work explores supply chains in the car and maritime sectors, oil products distribution and agri-food industries. Chen's research focuses on consumer behaviour in tourism and tourist</p>

decision-making, particularly luxury consumption. **Rafiq** examines the dynamics of e-markets, such as e-tailing, relationship quality, e-loyalty and brand loyalty. **Yu's** research explores big data analytics for operations and supply chain management, retail operations and logistics, while **Zarantonello's** work focuses on brand management and consumer psychology, along with food experiences and wellbeing.

People, Organisation and Strategy (**Daskalaki, Guillaume, Hullova, Izak, Osabutey, Powell, Ruiz Castro**). Organisation and labour relations inform the work of researchers in this cluster, particularly in relation to equalities. **Daskalaki's** research explores solidarity within an economic context, including grassroots organising and social movements. **Guillaume** focuses on employment relations, particularly equality, diversity and discrimination in the workplace; **Izak** investigates technological, conceptual and spatial reformulations of modern workplaces, and the redefinition of the concept of work through 'mobile' and 'flexible' working. **Hullova** investigates the impact of changing economic paradigms on firms and broader ecosystems, studying innovative and disruptive companies to better understand the effect they have on their industries. **Osabutey's** research covers a wide range of international business and strategy, including foreign direct investment, technology and knowledge transfer and SME innovation strategies, whilst **Powell's** research addresses how organisations create and capture value with a specific focus on knowledge related practices. **Ruiz Castro** explores multiple aspects of equality and ethics in professions and organisations, particularly regarding women and the workplace.

These research clusters provide a framework for implementing our research strategy, integrating and supporting the work of RBS researchers and creating a focus for key objectives – the management of research mentoring, the development of the volume and quality of outputs and impact, the maintenance and enhancement of research (especially research income), and the recruitment of increasing numbers of well-qualified PGR students.

Approach to Research Impact

Since 2014, our strategy has been to support and develop research, external partnerships and public engagement activity which delivers benefits for our stakeholders, including community organisations, private businesses, third sector organisations, non-governmental organisations, and central and local government. We seek to develop and engage networks of collaborators and partners who align with our mission to build sustainable organisations and enterprises that are effective, ethical and that promote social justice. We work with these networks to shape our research and its outcomes, and to ensure its practical application for both policy and practice.

Our success in achieving impact has been underpinned by targeted support for research staff to build public-facing projects and pathways to impact. Projects are identified through our research mentoring system, supported by pump-priming funds to develop and extend their reach, and enhanced by central resources, including additional workload allowances of up to 10% to support impact. A dedicated Research Impact Officer helps to identify, promote and capitalise on opportunities for collaboration with business and other societal stakeholders, for outreach and engagement and for new funding opportunities.

RBS academics' work has had significant impact on the activities and practices of private sector organisations in the UK and Europe (**Busco, Ruiz-Castro** and **Harris**), on charities and policy debates (**Drinkwater** and **Parhi**) and on public sector and governmental policies and opinion at the European level (Cato). Research on Strategic Investment Decision making, led by **Harris** and involving **Elmassri**, has been adopted by organisations in Finland and Egypt and has influenced the plans of managers of private sector companies in the UK through an international knowledge exchange consortium in management accounting called CAM-I. **Chen's** research informed government, DMO and hotel management decision-making in relation to tourism development, destination marketing and customer services. **Ruiz-Castro's** research on long work hours in professional services has informed specific recommendations for professionals and organisations striving to sustain work/life balance and wellbeing.

Our impact case studies illustrate the success of our approach to extending our networks of research users. **Busco**'s research on integrated reported practices has had beneficial impact on the accounting practices of a range of businesses, being adopted by Eni in the energy sector and Monte dei Paschi di Siena in banking, as well as by the Association of Italian Banks, the Chartered Institute of Management Accountants (CIMA) and the European Space Agency. To further develop this impact, **Busco** has been supported with redistributed teaching responsibilities, seed- and match-funding to enable the delivery of international workshops which bring together diverse stakeholders and research users to extend its reach, and a Research Impact Officer to deliver evaluations. This flexible approach can also be seen in relation to the impact of Cato's research. Underpinned by work undertaken between 2012 and 2014, Cato was supported to transition to a 0.2 FTE fractional contract, in order to support her political role as the Green MEP for the South West, a position which was integral to effecting research-informed changes to policy across Europe.

Interdisciplinary and Open Research

Members of RBS engage in interdisciplinary research, both within and outside of the University, and are committed to developing open access to data wherever possible, with the two often being closely related. Research and Knowledge Exchange Leads participate in a University-wide forum that facilitates the management of researchers across units, and supports the identification of potential research affinities. Interdisciplinary collaboration is then developed through discussions at departmental meetings, in-house research symposia, University-wide sandpit events, and the work of individual staff who see opportunities for collaboration. It is also prioritised through the targeted deployment of internal seed-funding and development funds. Members of the unit are strongly encouraged to explore questions that require interdisciplinary approaches both within and beyond their expertise and to make their data available, where possible, to other researchers to increase transparency, value-for-money and potential for further collaboration. For example, Cato is working with research teams in Life Sciences, Social Sciences, and Humanities to establish the Roehampton Climate Network, which will inform our work as a member of the UN COP26 Universities Network. **Parhi** is currently one of the lead researchers in a collaborative project for the All-Party Parliamentary Group for Prescribed Drug Dependence on the prescribing of dependency-forming medicines in the NHS. Collaborating with researchers in the Departments of Life Sciences and Psychology, the research led in 2019 to a government pledge for a national withdrawal and dependency helpline as well as a change in the clinical guidelines of UK's National Institute for Health and Care Excellence (NICE). Another example of the success of this approach is a project on temporary migration funded by NORFACE, in which survey data collected by **Drinkwater** and Garapich (Sociology) has been used by academics and PhD students in the UK and Ireland. These data are held and can be downloaded from the Wales Institute of Social and Economic Research, Data and Methods (WISERD) website. RBS staff are also pro-active in adopting open access standards. RBS has achieved a 94% open access compliance rate over the period. 11% of the submission was made immediately open access via the gold route and 79% via the green. 26% of our submission was already open access prior to the policy's implementation in 2016.

Research Integrity

RBS is committed to maintaining the highest standards of research integrity and rigour. Our governance in these areas is informed by the University of Roehampton Ethics Guidelines and the Code of Good Research Practice and Research Integrity in accordance with the revised Concordat to Support Research Integrity (Universities UK, 2019). Our approach is distinguished by its commitment to moving beyond procedural ethics to the instilling of a culture of ethics and integrity in the work of the RBS. Ethics review is carried out at the departmental level by **Ruiz Castro** as the Research Ethics Committee representative, in conjunction with a pool of departmental reviewers. This review process takes the form of a dialogue between the applicant and the reviewer, facilitating a view of ethics and integrity as a critical, reflexive faculty. All staff and PGRs have access to training in research ethics and Good Research Practice, and PGR research is subjected to the same rigorous scrutiny as that of staff, with training provided for students and supervisors through the Graduate School.

Future Strategic Objectives

RBS has made significant progress in recent years in increasing its research profile and reputation and we intend to build on this. As a result of our ambitious research aims since 2014, RBS has developed an increasingly strong reputation for producing high quality research that addresses the contemporary issues facing global businesses, particularly in relation to CSR, sustainability and ethical behaviour. The quality of our research outputs is demonstrated by the range of leading peer-reviewed journals in which academics from RBS now regularly publish, resulting in their work reaching researchers, scholars and non-academic research users around the globe. In journals with a CABS rating of 4 or 4*, including the *Journal of Consumer Psychology*, the *Journal of Operations Management*, *Research Policy* and the *British Journal of Management*, *Gender Work and Organisation*, *Work Employment and Society*, *Human Relations* among others. These articles have received an average of 122 citations, including 305 and 262 citations for particular articles by **Rafiq** and **Zarantonello**, and public audiences. For example, **Ruiz-Castro's** research on work-life balance in the *Harvard Business Review* (HBR) in English and French, has been circulated widely on LinkedIn.

Over the next five years, we will continue to focus on developing a distinctive research culture that is invested in building sustainable organisations and enterprises that are effective, ethical and promote social innovation in a global context:

1. We will continue to build interdisciplinary and non-academic collaborations, working across disciplines and sectors to deliver research that supports this aim. For example, the reintegration of Cato into our research environment following her tenure as Green MEP will provide new opportunities for collaboration through leading our membership of the COP26 Universities Network.
2. Following our successful establishment of research leadership roles, and succession planning, future recruitment will focus on the expansion of our community of Early Career Researchers. This will support new, inclusive and challenging research in emerging specialisms and the addressing of contemporary needs, especially in areas such as entrepreneurship, organizational psychology, finance, digital marketing, corporate governance and big data/business analytics.
3. We will also seek to increase our research income to grow our capacities and support the translation of our research into practice. Building on our successful growth of research income since 2013/14, our plan is to develop more large-scale and ambitious bidding activities, and to diversify the range of sources that fund our research. A particular area of focus is developing Knowledge Transfer Partnerships and consultancy to ensure that our research continues to be sustainable, socially engaged and relevant to the businesses we work with.
4. RBS will build on the principles of engagement in our current work to originate and develop research and knowledge exchange with local businesses. As a member of the Greater London Authority-funded South London Knowledge Exchange Partnership and BIG (Business, Innovation and Growth) scheme in South London, the product of a sub-regional partnership between five London Boroughs and six universities, we will make a material contribution to the local economy, from the immediate environs of the Alton Estate to the Borough of Wandsworth, and more widely across London.

Our Research and Knowledge Exchange Strategy was designed and launched prior to the effects of the global pandemic and we remain committed to its delivery. However, we will also take advantage of the opportunities afforded by new working practices, such as virtual seminars, to extend our intellectual reach.

2. People

RBS aims to enable every colleague to realise their research potential and to ensure they are able to access the range of resources necessary to develop and disseminate research of the highest standard.

Staff recruitment and development

Since 2014, RBS expansion has been driven by the strategic recruitment of new staff who have impressive existing research profiles or are ECRs who demonstrate the potential to develop strong research careers in line with our core priorities. In addition to making strategic appointments in research leadership at the Professorial (8) and Reader (3) levels, recruitment has been equally weighted to attract staff at the Lecturer (3) and Senior Lecturer (5) levels. We have appointed three ECRs who are included in the current submission. Appointments have been balanced across our three research clusters to ensure critical mass and sustainability, expanding the work of the clusters while ensuring continuity through the replacement of researchers in key areas who have left since 2014. This includes former colleagues who have moved to senior research positions at other universities having developed their research leadership skills at RBS (e.g. Benoit, Surrey). We have also supported staff who wish to work flexibly or to transition between sectors through the provision of fractional posts. The most significant example is Cato, who was supported to transition back to 0.6 FTE following her tenure as an MEP with a reduced fraction of 0.2 FTE between 2014 and 2020. Similarly, **Harris** has reduced her fraction to 0.8 FTE.

Researchers are provided with up to 40% of their workload for research and are supported with a research sabbatical every six semesters. 24 institutionally-funded sabbaticals have been provided for colleagues in RBS in the period. We ensure flexibility in the scheduling of sabbaticals, including accelerating the scheme based on the potential for staff to develop high quality outputs, impact and bids. Teaching can be condensed into one semester, if that focused time will produce beneficial research outcomes. Academics can also make an application to reduce their marking load in order to achieve specific research objectives, for example through revising and resubmitting articles to leading journals.

Staff development is supported by RBS's established research mentoring system in which senior staff advise and provide guidance to others who are less familiar with the process of completing successful research projects. The current system covers all aspects of research including outputs, bidding activity, impact and esteem. It makes use of a 'Mentoring Checklist' during meetings between mentors and mentees and is supported by the completion of a long-term Individual Research Plan. RBS arranges specific and focused sessions relating to B&M research, with presentations made by a combination of internal and external speakers. Sessions have covered publishing in highly ranked B&M journals, generating impact from B&M research and sources of funding for B&M researchers, including workshops with editors of leading marketing journals. RBS has organised other development activities such as research awaydays and writing workshops. The research clusters have also arranged activities focused on the particular requirements of researchers and PhD students. An annual research budget of £50K is available in order to fund attendance and participation at national and international conferences, and for RBS staff and PhD students to attend training courses to develop skills in research techniques, including in the use of qualitative and quantitative software packages. A seminar series takes place on a weekly basis during semester time. External speakers have included staff from the LSE, SKEMA Paris, UEA, Loughborough, Bath, Leeds, QMUL, Lancaster, Surrey, Warwick, OU, RHUL, Washington St Louis and Glasgow. Internal presentations are also made by RBS staff at different stages of their research careers.

All new staff are supported through their probationary period with clear objectives in relation to research, and additional workload allocations to support their integration in the unit. Meetings with research mentors and line managers support probation and all staff have access to annual appraisals, which offer structured opportunities to discuss career development and resources to support it. ECRs have a protected reduced workload for their first year, to support their integration into the research culture of the unit and RBS's ECRs are able to participate in the Early Career Academic Network which runs seminars with themed sessions on areas such as publishing, bidding and impact. ECRs are also supported with accelerated access to our sabbatical scheme where appropriate. Our reward for research performance is primarily delivered through promotion, which is benchmarked against clear expectations for academic roles. Fixed-term and part-time staff are supported through the same mechanisms as all staff, and both workload and progression are facilitated on a pro-rata basis in terms of research expectations.

Our mentoring and investments to support staff development have successfully enabled staff to achieve enhanced research profiles, resulting in the promotion of **Guillaume** and **Parhi** to Reader, while other colleagues, including **Elmassri** and ECRs **Foresti** and **Malafrente** have been promoted from Lecturer to Senior Lecturer. Research coaching is also provided by experienced mentors to staff in RBS who do not currently have a significant responsibility for research but who would like to develop their research profiles and through the provision of a year-long Professional Development Allowances we can provide dedicated workload allocation of up to 30% to support the transition to a research career. Staff wellbeing is delivered through our college system. All staff are affiliated to one of our four colleges, who provide research events, community building opportunities, and dedicated Wellbeing Officers for staff. All staff and PGRs have been offered mental health first aid training in 2020, whilst dedicated research staff and PGR wellbeing sessions have been delivered on mental health.

Post-Graduate Research Students

The growth in our research staff in the period has been accompanied by a concomitant increase in our PGR community. Between 2008 and 2013, 3.33 doctoral degrees were awarded. Since 2014, 17 students have successfully completed their PhDs and RBS has a current cohort of 18 students. This has largely been achieved through sustained investment in post-graduate scholarships - both Vice Chancellors' (a total of 11) and departmentally-funded (a total of 15) - and three externally funded scholarships (supported by RUSI and EU funded). Over £1.3M has been invested in PGR funding since 2014.

Our PGR community is overseen by the Research Degrees Convenor, **Harris**. We have actively built supervisory capacity across RBS, and a total of 17 staff now participate in PhD supervision (from 5 in 2014) under the leadership of senior Professors/Readers who are experienced Directors of Study and who have successful track records in supporting PGRs to completion. We actively build ECRs into supervisory teams wherever possible. PGR recruitment is facilitated through open competition for all funded opportunities and conforms to University Equality and Diversity policies. PGRs are able to approach the Graduate School to identify appropriate supervisory teams and all PGR applications are supported by the Research Degrees Convenor and the Director of the Business School. PGRs are only recruited where projects align to staff expertise and research strategy.

Full-time PGRs meet with supervisors at least six times a year; part-time students at least four times a year. A record of each supervisory meeting is made by students and supervisors together and scrutinised at the RBS Research Student Review Board. The Graduate School oversees PhD student matters, and an Annual Progress Review, milestones for progression and flexible arrangements for interruption, parental and other leave. Additional support on return and access to well-being services ensure that research students are well-provided for throughout the doctoral journey. Research supervisors act as mentors, encouraging and providing assistance to their students in making applications for further research funding. This has led to a number of successes, with several students receiving funding from the Susannah Wesley Foundation and others from Santander bank to cover research expenditures which have been used to fund the presentation of papers at international conferences.

PGR students are supported to develop their academic careers especially with regards to teaching, as well as through non-academic career enhancing opportunities. All RBS PGR students have access to the SEDA-accredited *Introduction to Learning and Teaching* course offered free by the University, which provides opportunities for paid academic mentoring to UGs and leads to becoming associate fellows or fellows of the Higher Education Academy. In addition, PGRs are given various career-development opportunities including teaching experience and research assistance work. They are expected to attend and present papers at conferences, and funding is available for such activity (up to £600). RBS research events are complemented by the university-wide provision of a development programme. Our PGRs receive bespoke training tailored to their needs and designed to advance both their research and their career progression. Recent training has focused on PGR professional development, developing publications from conferences and

applying for funding. We also recognise the diverse career paths pursued by our PGR students, and are committed to identifying mentoring and training opportunities that support their aspirations. Since March 2020, we have added further levels of support to all PGRs to help them through the pandemic. This has included funded extensions, extra academic and pastoral support when required, and the revision of research topics where necessary.

The success of our doctoral training is evidenced by the career trajectories of our recent PhD graduates, who have gone on to obtain a range of high-profile roles. Research-focused positions have been taken up by former PhD students in organisations such as RUSI and the European Bank for Reconstruction and Development. Several successful PhD students have gone on to full-time academic employment, both at RBS (**Elmassri**) and other HEIs, including in the recent past, institutions such as Canterbury Christ Church University (Director of the Business School), Copenhagen Business School, Kings College London, Salisbury University, USA and the University of Kent.

Equality, Diversity and Inclusion

Equality, diversity and inclusion are embedded in the research priorities of RBS. A high proportion of research that is undertaken within RBS is related to gender, including work on leadership, the under-representation of women in senior management positions and their involvement in trade unions. Researchers on gender are members of several international research networks and have hosted international conferences such as the 'Advancing Women's Leadership: theory and practice' conference held at Roehampton in 2016 (funded by the Society for the Advancement of Management Studies). **Ruiz Castro**'s research focuses on inequalities at work and home in collaboration with colleagues from Harvard and ESSEC Business School (France). **Daskalaki**, in collaboration with colleagues from the University of London and Carnegie Mellon University, has examined the impact of the global financial crisis on women's career paths and social reproductive roles, and **Guillaume** has received several grants from French, European and British institutions in relation to her research on women's participation in trade unions.

Our research strategy embeds equality, diversity and inclusivity (EDI) in its staffing, research culture and support mechanisms, implementing University policies and legislation relating to equality, diversity and anti-discrimination. Management, including Research and Knowledge Exchange Leads and Research Mentors, are all trained in EDI and implement the University's Equality, Diversity and Inclusion policy to ensure that recruitment, promotion, sabbatical, and funding decisions are made equitably. Senior staff provide bespoke support, for example, on the allocation of duties, timing of work, relieving pressures of internal deadlines and ensuring that workspaces are appropriate, while distribution of internal research support funds is always made with EDI in mind, to ensure that individuals' needs and circumstances are considered. Staff returning from parental leave are supported via a workload concession and access to a sabbatical immediately preceding or following their leave. Colleagues with caring responsibilities, or disabilities, are given the option to work flexibly, including, where feasible, remotely. To build on this support further, we have developed online research training courses, which have been particularly welcomed by those with child-care responsibilities or health issues, whilst also creating opportunities for distance supervision. Staff can seek the support of HR and Working Relationship Advisors (colleagues across the University trained to support staff in cases of discrimination, bullying or difficult working situations) and PGRs are also supported by tailored University services (Graduate School, Staff and Student Wellbeing).

Our research community is an inclusive one and RBS's research staffing is gender balanced. Female staff account for 53% of the unit, and this is also reflected in senior research roles, where half of our professoriate is female. 37% of RBS members identify as Black, Asian or Minority Ethnic. We are international in character and 60% of our researchers originate from outside the UK, including France, Greece, Italy, Poland, Slovakia, China, Egypt and Mexico. Our selection of outputs process was conducted alongside robust equality and diversity analyses to ensure decisions had no adverse effect on staff with protected characteristics. 32% of the 47 submitted outputs are authored by BAME staff and 62% are authored by female staff, while 9% of outputs are attributed to LGBTQ+ staff. Across our research staff, 49% of the submitted outputs are

authored by Professors, 13% to Readers, 36% to Senior Lecturers, and 2% to Lecturers. All staff returned to this unit are on permanent contracts. In future, we will embed EDI considerations into our selection of external assessors, to ensure that there are no unconscious biases affecting the research we recognise and reward. Our PGR community is similarly inclusive, with 72% of our continuing 18 students identifying as Black, Asian or Minority Ethnic and 56% as female. The cohort is an international one, including new scholars from China, Nigeria, India, Kenya, Macedonia, France, the Netherlands and Saudi Arabia.

3. Income, infrastructure and facilities

Research Income

RBS has had considerable success in growing research income since 2014. Total research income rose from £203k in the REF2014 cycle to over £992k since, representing an increase of 388%. The growth in income from European funding sources has been especially noticeable, with expenditure from research projects supported by EU Government Bodies and EU Industry increasing from zero in both categories in the REF2014 submission to £485k and £198k respectively in the years since. Funding from UK Research Councils and the British Academy has risen from just under £9k to £65k over the two periods and academics from RBS have also received research funding from a variety of other sources including UK-based private sector organisations, professional bodies and central and local government departments. Examples of significant projects include **Drinkwater**'s involvement in two work packages (amounting to £41k FEC) as part of the WISERD Civil Society project, which received a £6.2m (FEC) award from the ESRC for the period from 2014 to 2019. WISERD will receive another 5 years of funding (£6.3m in total) from the ESRC until September 2024 to conduct research on a new project relating to Changing Perspectives on Civic Stratification and Civil Repair, with **Drinkwater** again being one of the Co-Is. **Drinkwater** also recently awarded a large grant with the Welsh Government as the lead academic through the ESRC's Administrative Data Research UK project (£69,527, 2020). Since arriving in 2017, **Yu** has made a significant contribution to capturing research income as the Principal Investigator (PI) on three projects and a Co-I on another three.

The Research and KE Lead (**Drinkwater**) is responsible for all mentoring and research planning and oversees the development of five-year research plans which include bidding intentions. Research mentors provide additional advice on the appropriateness of bids according to career stage and experience. All active bids are supported through a process of internal peer-review, conducted by a second reader with a track record of bidding success and relevant expertise to mentor the applicant. This is managed within the unit, but also draws on expertise from across the University where appropriate, including for all bids over a £50k threshold. For successful substantial grant applications match-funding support is provided by the University to employ a PhD student or a postdoctoral researcher. RBS also provides seed-funding and colleagues are encouraged to apply for smaller external grants to build capacity, develop a track record of bidding success and pave the way to larger and more ambitious research projects. Research workload allocations are fully protected, and any external grant capture or research income that funds academic staff time is in addition to these allowances.

Since 2014 RBS research income strategy has been to build bids which support the development of links with a range of external organisations, including professional bodies. This builds on RBS's engagement with external activities, including consultancy, policy advice, analysing data/trends and co-organising workshops. **Busco** was the PI for two successful applications to CIMA, a £40k project in 2015 and another for £32k in 2018. **Harris** was PI for a £20k award from the ICAEW for a project on Strategic Investment Decisions that also involved **Elmassri**. **Yu** led three agri-tech and food supply chain projects funded by the Newton Network and the STFC Food Network to a total of £81.5k. These involved international research workshops in China and at Roehampton during 2017-19 along with a training programme for around 200 Chinese smallholders, farmers, agribusiness managers and government officials. Our approach has also been to build capacity amongst staff in RBS and we have often involved ECRs by targeting small and medium sized grants (e.g., the CIMA funded project on integrated reporting that involved **Malafrente**), in order to develop and foster contacts and experience with the aim of delivering further research income growth. In support of this, RBS has developed links with the University's Southlands College and

our Providing Body, the Southlands Methodist Trust, along with the Susanna Wesley Foundation, and each has distributed research funding for projects. This includes PhD bursaries and small grants received by **Asgari** in 2018-19 and **Ruiz Castro** in 2019-20 to conduct research on service operations management in churches, and the career trajectories of Latin American professionals in the UK respectively.

Infrastructure and Facilities

As Research & KE Lead, **Drinkwater** chairs our departmental Research Advisory Group and represents the Unit on the University Research and Knowledge Exchange Committee. The Research Advisory Group (RAG) provides strategic oversight of the full range of activity in the Unit, including that of individual research staff and PGRs; the programme of research seminars, conferences and events; invitations to, and support for, visiting scholars and research students; and the development of strategic initiatives (e.g. open access) and funding bids. It also ensures that all work is consistent with the University's Research and Knowledge Exchange strategy. The RAG is made up of the Director of RBS, Professors from the Subject Clusters, Research Degrees Convener (**Harris**), Research Ethics Lead (**Ruiz Castro**), the Research Bidding Champion (**Guillaume**), a PGR representative, and a Research Development Officer. All staff can also attend RAG meetings.

RBS's expansion of research activity has been supported by investment in resources and facilities. Our infrastructure enables staff and PGRs to conduct their own research and to collaborate within and beyond the Unit. Staff research is supported by dedicated Research Development and Impact Officers and with seed-funding to purchase small items of equipment for early-stage research projects through a competitive bidding process. A number of databases that are available to staff and PhD students, including Thompson-Reuters Datastream, WARC and Mintel, and specialised statistical software, such as LISREL, Matlab and Stata, have been purchased to enhance the research that is undertaken using more generalist software such as SPSS (including the AMOS add-on for Structural Equation Modelling) and NVivo. Our future plans for the development of our facilities include the creation of a Digital Marketing Lab and a Bloomberg Trading Room that can be used by staff and PhD students.

RBS staff and students are also able to take advantage of two of the University's high-profile recent investments, the Elm Grove conference centre (2016) - through which **Busco** and **Harris** were able to host the joint conference of the ENROAC network with the Management Control Association London 2019 - and the £35 million state-of-the-art library (2017). The library provides access to a large collection of books, journals, online resources and specialist collections along with IT and media-equipped study spaces. B&M specific resources include access to Business Source Premier, the most widely-used business research database which covers all business disciplines, including marketing, management accounting, finance and economics with full text coverage of over 2100 journals; Emerald Insight, which enables access to hundreds of journals and e-books covering nine subject areas including Accounting, Business Management and Strategy, Hospitality, HR, Marketing, Operations and Logistics; Business Expert Press, a collection of e-books on subjects including International Business, Corporate Communications and Organisational Behaviour and Nexis UK, a worldwide news and business database.

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

RBS's strategy is to work collaboratively with research-users in the origination, design and application of our research. We continue to engage with industry, business, SMEs, NGOs, local, national and trans-national government organisations, charities, professional associations and publics both nationally and internationally and to cultivate and expand collaborations that support high-quality research, in particular the co-production of research with end-users. The Research Office supports our strategies for international and interdisciplinary collaboration, responding to regulatory frameworks and providing dedicated bidding, financial and legal support. Academic staff are supported to develop networks and collaborations through research mentoring and planning, and have access to financial support to conduct research visits to institutions, industry and partners. We also contribute to the research base through editorial, peer review, conference

and research dissemination, and are recognised for the excellence of our research through numerous awards and advisory roles.

Contribution to the Economy and Society

RBS staff engage with many organisations outside of academia in order to communicate their research, develop new projects and explore research questions and findings in applied settings. Our contribution to the economy and society has been achieved through direct engagement with businesses and organisations who use our research, a range of practitioner focused engagements, and links with our local government and business communities. These relationships are sustained through dedicated staff time and through contract research. Examples include staff engagement with organisations on a range of gender issues connected to management and leadership, including **Guillaume's** ongoing links with trade unions in France and the UK and **Daskalaki's** research on social entrepreneurship which has influenced cultural initiatives on sustainable forms of social participation and change in Greece. **Zarantonello's** research on brand experience, especially regarding the conceptualisation and operation of new brand constructs, has been adopted by both brand consultancy agencies and multinational corporations and the findings of **Chen's** cultural quarters project were shared with the culture and education attaché of Taiwan's Embassy in London and Taiwan's Ministry of Science and Technology.

RBS has also sought external funding to support direct practitioner engagement, providing opportunities to extend the reach and influence of our research by building on successful case studies, including the ESRC-funded seminar series on Challenging Gendered Media Mis(s)Representations of Women Professionals and Leaders organised by academics based at RBS at the time (Elliott and Mavin: 2015-2017). **Drinkwater's** research on migrants' involvement in civil society organisations in Wales and across the UK was a key feature of a successful ESRC Festival of Social Science event he co-organised in Cardiff in 2018, attended by representatives from a range of public and third sector organisations. The project has also closely engaged with the Welsh Government and the Welsh Migration Partnership on issues relating to the integration of migrant workers and their families into local communities. **Yu's** several data-driven agri-food supply chain projects in China during 2017-19, in collaboration with Rothamsted Research and Hunan Agricultural University, created new, agile and public-private partnerships with the wider agricultural community, producing long-term social and economic benefits. **Harris** and **Elmassri's** ICAEW-funded project culminated in the publication of a report entitled ***Multi-Dimensional Performance Frameworks and Strategic Investment Decisions*** in 2018 which has since been used by ICAEW members to review their recent projects in line with **Harris** and **Elmassri's** recommendations for improving strategic investment decision-making.

We continue to deepen our local engagement, particularly through sustained relationships with the Boroughs of Wandsworth and Richmond, building on a successful research collaboration (**Drinkwater**) to explore the effects of COVID-19 on the local population in the Summer of 2020, and through our contribution to local high street regeneration. RBS is also involved in extensive collaborations and networks in South West London through South London Knowledge Exchange, a sub-regional partnership between five London Boroughs and six universities (including University of the Arts, London South Bank, Kingston, St Mary's and the Sussex Innovation Centre in Croydon). This initiative is funded by a £6m grant from the Greater London Authority, and will be deploying a range of innovation vouchers, grants and match-funding to develop links between universities and businesses, delivering c.£20M of economic impact, 329 jobs, and 166 business/HEI collaborations over its three-year programme. In addition, RBS is actively building a partnership with the Wandsworth Chamber of Commerce, contributing to a number of events, including at the House of Commons (2019) with Battersea MP Marsha De Cordova and local businesses. In 2017, in collaboration, we launched the Wandsworth Young Chamber of Commerce, delivering 16 workshops attended by 410 young people.

RBS has established an Advisory Board to engage key research users, and to shape our approach to engaging diverse collaborators, networks and potential research beneficiaries. Through this forum we have forged relationships with senior executives and managers in Business, Finance and public sector organisations. They contribute invaluable input and experience towards the

development of impact strategies for the research developed in the School, including guidance on partnership formation and relationship stewardship, stakeholder mapping, and industry needs and opportunities. The Board is made up of highly experienced and influential representatives from the business community, as well as not-for-profit organisations and academia. Current members of the Board include Chad Wilson, International Product Strategy Manager at InComm, Stephen Ludlow, Executive Chairman of Ludlow Thompson, one of London's leading Estate Agencies; and Michele Prigent, the Vice President for Sales Administration at Paramount Pictures. The Advisory Board will continue to play an integral role in shaping our future strategies for wider engagement and contributions to society.

Contribution to the Research Base

The contribution made by RBS to the research base, in the UK and internationally, has been recognised through prizes awarded by professional bodies, academic journals and at international conferences. **Harris** was awarded the Lifetime Achievement Award 2020 by the British Accounting and Finance Association. Best paper awards to RBS colleagues include those from *International Marketing Review* (2017), the *Journal of Product & Brand Management* (2017) and the 21st International Conference on Corporate and Marketing Communications (2016) for **Zarantonello**. **Daskalaki** received a best paper award in *Human Relations* (a *Financial Times* Top 50 journal). **Yu's** paper in *Business Strategy and the Environment* won outstanding conference paper, and was also their most downloaded article in 2017-18. Best conference paper awards were won by **Yu** at the 9th and 11th International Conferences on Operations and Supply Chain Management in Ningbo and Kaifeng, China (2015, 2017), **Osabutey** at the Global Innovation and Knowledge Academy Conference, Valencia, Spain and Conference of the International Academy of African Business and Development, Nairobi, Kenya (2016, 2015), **Elmassri** and **Harris** at the New Zealand Management Accounting Conference, Auckland (2015), and **Chen**, at the Advances in Business-Related Scientific Research Conference, Milan, Italy (2014). RBS staff also make an integral contribution to the future shape of their disciplines through their involvement with a range of professional bodies. **Harris** is Chair of the Management Control Association and was co-opted onto the executive committee for the Conference of Professors of Accounting and Finance to develop a new research mentoring scheme for ECRs. **Osabutey** chairs the exporting, internationalisation and FDI committees, and co-chairs the professional development committee, of the Academy of African Business & Development. RBS is also extensively involved with other professional organisations such as ACCA, Association of Project Managers, CIPD, Chartered Management Institute and the Chartered Institute of Marketing.

Our international academic and professional links are cultivated through fellowships, visitors and co-authorships. **Drinkwater** is a fellow of the IZA Institute of Labor Economics, Bonn, and the Global Labor Organization. **Harris** and **Parhi** were visiting researchers at the University of Cote D'Azur and Trinity College Dublin respectively, whilst **Guillaume** and **Busco** spent parts of sabbaticals at the Universities of Sydney and Southern California respectively. **Izak** was a visiting fellow at Copenhagen Business School and Vrije Universiteit (VU) Amsterdam in 2016. **Yu** has been a visiting scholar at Chongqing Jiaotong University and Henan University since 2016. International scholars hosted by RBS include Gurbuz (Zaragoza Logistics Center), Harrison (Auckland), Northcott, Van Staden (Auckland University of Technology), Pierce (Washington St Louis), Smith (Salisbury University, Maryland). Staff in RBS have also established ongoing and long-term research collaborations with academics from across the globe. **Zarantonello's** collaborations with Schmitt (Columbia) have resulted in several publications in leading marketing journals such as the *Journal of Consumer Psychology* (2015). Other international co-authorships have produced high profile publications over the review period including by **Yu** with Jacobs (Dayton) in the *British Journal of Management* and *International Journal of Operations and Production Management*, by **Daskalaki** with Rousseau (Carnegie Mellon) in the *Journal of Vocational Behavior*, by **Ruiz Castro** with McGinn (Harvard) in *Work, Employment and Society* and by **Asgari** with Fallah (Louisiana State) in the *European Journal of Operational Research*.

RBS staff undertake editorial and reviewing work for a wide range of journals. **Harris**, **Osabutey** and **Zarantonello** are Associate Editors of the *British Accounting Review*, *Journal of African Business* and *Journal of Business Research* respectively. **Harris** was the special issues editor for

the *Journal of Applied Accounting Research* 2010-2019. RBS staff are members of editorial boards of peer-reviewed journals including *Economic Issues*, *European Journal of Innovation Management*, *International Journal of Marketing Research*, *Journal of Brand Management*, *Journal of Accounting and Organisational Change*, *Sustainability Accounting*, *Journal of Hospitality and Tourism Research*, *Journal of Interactive Marketing*, *Management Learning*, *Organization Studies*, *Qualitative Research in Accounting and Management*, *Technological Forecasting and Social Change* and *Work, Employment and Society*, among others. We have also edited special issues of ten journals since 2014, and a range of handbooks and monographs.

Academics across RBS have been sought out to provide external and peer-review in a wide variety of contexts, demonstrating our international reach. Staff have reviewed articles for well-established and internationally renowned journals in Business and Management Studies and related disciplines and received prizes to recognise the quality of their reviewing. These include Elsevier outstanding reviewer prizes from *Technovation* (**Hullova** 2017) and the *Journal of Business Research* (**Hullova, Zarantonello, Yu**, 2017) as well as a recognised reviewer award from *Research Policy* (**Hullova**, 2019), from Emerald Literati Network for the *Journal of Product & Brand Management* (**Zarantonello**, 2017) and *Qualitative Research in Accounting and Management* (**Harris**, 2017, 2018), the outstanding contribution in reviewing award from the *Journal of Interactive Marketing* (**Zarantonello**, 2017), a similar accolade from the *International Journal of Production Economics* (**Yu**, 2017) and the Reviewer of the Year Award from *Management Learning* (**Izak**, 2019). Peer-reviews have also been undertaken for funding bodies such as the British Academy, British Council, European Commission Horizon 2020, ESRC, Leverhulme Trust, Nuffield Foundation, Polish National Science Centre and the Vienna Science and Technology Fund. In addition to refereeing grant applications, colleagues have reviewed end of award reports and research centre proposals for research councils such as the ESRC as well as research reports for government departments. RBS staff have been external examiners for PhDs and Professional Doctorates in many UK and overseas universities including Aston, Brunel, Cranfield, East Anglia, Glasgow, Kent, La Trobe (Australia), Leeds, Liverpool, Kent, Manchester Business School, Galway (Ireland), Nottingham, Nottingham Trent, Plymouth, Sheffield, Strathclyde, Sussex, Swansea, La Trobe, Macquarie (Australia), Florence (Italy) Monash, Nottingham (Malaysia Campuses) and Tilburg (Netherlands).

RBS staff have organised an array of international conferences and workshops, and presented many papers at international conferences and seminars. Conference organisation includes Towards Business 2030 by Integrating Purpose and Materiality with Innovation and Performance workshop, Rome 2019 (**Busco**); Economic Policies for Economic Imbalances: Institutions, Actors and Emerging Issues in Naples, 2018 (**Foresti**); Making Integrated Thinking Happen Conference, Rome 2017 (**Busco** and **Malafrente**); Organisational Storytelling Conference, London 2017 (**Daskalaki** and **Izak**); 11th International Conference on Operations and Supply Chain Management, Kaifeng, China 2017 (**Yu**, Programme Committee Co-Chair); and the European Association of Consumer Research conference, Ghent, Belgium 2018 (**Zarantonello**, Programme Committee). **Yu** organised a number of international workshops such as 'Big Data and Digitising the Agricultural Value Chain, Data-Driven Agri-Food Supply Chains for Sustainability and Productivity' funded by the STFC Food Network+, Henan University, in 2017; **Drinkwater** co-organised a symposium on 'Migration in Turbulent Times' for the WISERED Civil Society Project, Aberystwyth; **Izak** organised a stream in the Asia Pacific Researchers in Organization Studies Sydney, 2015, and **Ruiz Castro** and **Daskalaki** did the same at the Gender, Work and Organization Conference in Sydney in 2018 (and were subsequently invited to edit a related special issue for the affiliated journal, *Gender, Work and Organization*). **Harris** organised the Management Accounting stream at the British Accounting and Finance and Association Conference in 2017 and 2018.