

Institution: Kingston University
Unit of Assessment: 17 – Business and Management Studies
1. Unit context and structure, research and impact strategy

Unit Context and Structure

Kingston's submission in Unit of Assessment 17 (Business and Management Studies) is comprised of 51 staff (**48.7 FTE**) with 9 Professors and 4 ECRs. All staff are based in **Kingston Business School**, one of the two Schools of the Faculty of Business and Social Sciences (FBSS). Unit research is focussed on the following areas:

- Small business and entrepreneurship
- Human resource management and organisational behaviour
- Marketing and consumer research
- Accounting and finance (including cost effective health management)
- Innovation and new product development

At the heart of the Unit's research is the **Small Business Research Centre (SBRC)**, established in 1987 and one of the University's research centres of excellence. It was led in this REF period by Blackburn (from 1996 to 2020) and currently (from January 2020) by **Genus**. Its core research focus is entrepreneurship and SMEs in a variety of contexts, including public policy evaluation. It undertakes grant-led research funded by bodies such as ESRC, Nesta and Innovate UK, and various forms of contract research for organisations including the Association of Independent Professionals and the Self-Employed (IPSE), the Legal Services Board and Fishburn Hedges/Barclays. Researchers in the Unit engage with leading international networks, such as the European Council for Small Business and Entrepreneurship (ECSB), the International Council for Small Business and Enterprise (ICSB), and the European Network for Social Research.

More recently, the Centre has developed its research focus on areas of increasing societal and economic relevance, such as sustainable and inclusive innovation and entrepreneurship, the quality of self-employment, the employment of disadvantaged groups, and the internationalisation of SMEs. Recent work includes H2020-funded research on sustainable energy (ENERGISE, **Genus**), BEIS/INNOVATE-funded work on technology foresight supporting SMT growth and productivity (**Vecchiato**) and supporting flood resilience and recovery for SMEs and homes (DEFRA, **Harries**).

The SBRC provides research leadership across the Unit, develops and disseminates the research activity of its members, supports funding applications and pathways to impact and fosters collaborations with HE and industry partners. It provides a supportive environment for the development of ECRs and research students, organises research events including a regular research seminar series, workshops and conferences.

In addition to the work of the SBRC, research in the unit is organised around 9 further **research groups** (see Table 1). The groups support areas of research specialism and encourage the development of external networks, engagement with stakeholders and increased impact. Their activities help to strengthen research bids, encourage collaborative research and provide a developmental environment for ECRs and research students. Research groups provide opportunities for the development of leadership: two of the groups are led by current or former ECRs in the Unit. There is close interaction between the SBRC and the groups, and researchers may be members of more than one group, or group and centre. The groups also benefit from the membership of visiting and emeritus researchers, as well as affiliated members from other HEIs.

Table 1 – Unit membership of research centres / groups

Research Centre/ Group	Lead	Members	Affiliates
SMALL BUSINESS RESEARCH CENTRE (SBRC)	Genus	Afrahi (ECR), Chell, De Clercq, Favato, Harries, Iskandarova, Pierrakis, Sakellariou (ECR), Vecchiato	Kitching (Visiting Professor) Stokes (Emeritus)
Responsible Innovation Sustainability Entrepreneurship (RISE)	Genus	Afrahi (ECR), Annan-Diab, Harris, Iskandarova, Kottasz, Zanjirani-Farahani	
Decisions, Attitude, Risk and Thinking (DART)	Vallée-Tourangeau	Fitkov-Norris, Gourdon-Kanhukamwe	
Well-Being at Work	Butler	Gourlay, Hannon, Imas, Kudret, Kuttaula, Memon, Paolillo (ECR), Wei, Whiley (formerly Arevshatian), Wolfram	
Operations Research	Zanjirani Farahani	Hill, Hwang	Doran (Sussex), Syntetos (Cardiff)
Project Management	Di Maddaloni (ECR)	Davis	
Capital Markets	Ibrahim	Alexandrou, Anagnostopoulos, Giannopoulos, Isachenkova, Khansalar, Noikokyris, Nurulla, Pereira, Petrovic, Zhao, Van Den Berg	
Leadership and Management in Health	Favato	Annan-Diab, Marcellusi, Noikokyris, Vecchiato	Mennini (University of Rome "Tor Vergata"), Pinzani (UCL, London)
Consumer Research	Dall'Olmo Riley	Hand, Harris, Kalafatis, Ledden, Robinson	
Word of Mouth Communication (WOM)	Chawdhary (former ECR)	Hand, Dall'Olmo Riley	East (Emeritus), Liu (Southampton Business School), Razmdoost (ESCP Business School), Romaniuk (University of South Australia)

Research and Impact Strategy

The four strategic goals set in REF2014 were: (i) increase the volume and quality of research output; (ii) broaden and increase external funding; (iii) enable and facilitate research impact; and (iv) expand the doctoral programme. Progress against these goals is given below. In addition, the Unit has fostered a culture of increased **interdisciplinarity** and of **open access**.

i) Increase the volume and quality of research output

We have strengthened the Unit's distinctive competencies in Small Business / Entrepreneurship, Marketing and Consumer Research, and Human Resources Management and Organisational Behaviour:

- In Small Business / Entrepreneurship, the SBRC has produced a large and varied body of research and research-related output (over 300 journal articles, conference papers, and government / industry reports since 2014) and attracted international visiting scholars (e.g. Heinonen, Finland). More recently, the SBRC has developed synergies with researchers on innovation, sustainable entrepreneurship and social enterprise within the Unit and across the Faculty.
- The Consumer Research Group has hosted Academy of Marketing-badged events (chaired by **Hand** and **Ledden**) and has further developed its research in branding (**Dall'Olmo Riley, Kalafatis, Ledden**), multi-channel shopping (**Harris**), multimedia use (**Robinson**) and arts and leisure marketing (**Hand**).
- Research related to Well-Being at Work has further developed, within the domains of leadership (**Butler**), diversity and inclusion in the workplace (**Paolillo, Whiley**), as well as social psychology perspectives within organisational settings (**Wolfram**).

We have capitalised on our expertise to transform the challenges of the COVID-19 pandemic into research outcomes and opportunities to build or consolidate relationships with researchers in other institutions:

- Since April 2020, **Butler** has collaborated with researchers at Maynooth University (Ireland) on a longitudinal, 41-countries study on remote working under COVID-19 and its effect on well-being. The finding that Millennials face the most challenges in coping with workplace disruptions during the COVID-19 pandemic has been widely reported in the media.
- **Chawdhary** (with Merz, Vrije Universiteit and van Weert, National Screening Laboratory, Sanquin Research) is co-editing the *International Journal of Nonprofit and Voluntary Sector Marketing* special issue on the impact of COVID-19 on fundraising and donation behaviour.
- **Kutaula** is lead guest editor of the *Journal of Business Ethics* special issue on "The impact of the COVID-19 crisis on ethical consumption in emerging markets".

We have developed new areas of expertise through capital investment and by prioritising research potential and performance in our recruitment and promotion processes (see Section 2):

- We have recruited a cluster of academic experts in innovation and new product development (**Pierrakis, Sakellariou** (ECR), **Vecchiato**) and retained an ECR researcher (**Di Maddaloni**), with expertise in project management, from our PhD programme.
- Under the leadership of **Ibrahim**, the establishment of the Capital Markets Research Group has stimulated cutting-edge research output in finance, also via the retention of **Pereira** from our PhD programme, and capital investment in a Bloomberg Trading Room (access to Bloomberg and Datastream). In March 2020, further investment in an online Bloomberg Terminal was key to the pursuit of research during the first lockdown. For instance, **Pereira** completed a study with external co-authors on the relationship between the tone of earnings calls, ESG performance, and market reaction during the COVID-19 pandemic.

- Capital investment in a Behavioural Science Laboratory (in 2017) has been instrumental to developing research into decision-making, following the establishment of the Decision, Attitude, Risk and Thinking (DART) research group (**Vallée-Tourangeau**).

ii) Broaden and increase external funding

The external research income in the period is £2.24m (≈ £45,175 @ FTE submitted). Table 2 compares total income and income by source with that of the preceding REF cycle:

Table 2 – Research income by source

	UK Central Government Bodies / Local authorities	Research Funding Bodies	UK Charities	UK Industry, commerce, and public corporations, other	EU sources	Non-EU sources	Total
2021	£0.82m 36%	£0.31m 14%	£0.21m 10%	£0.2m 9%	£0.62m 28%	£0.08m 3%	£2.23m
2014	£0.92m 30%	£1.14m 37%	£0.05m 2%	£0.63m 20%	£0.24m 8%	£0.11m 4%	£3.09m

Although the total income generated in this REF period is lower than in REF2014, we have had successes in some areas. The income generated from UK central government sources (e.g. research projects funded by DWP) is comparable with 2014. A more targeted approach has achieved higher success rate of applications (doubling from 20% to 42%) from UK government and substantially higher level of income from EU sources including government bodies such as Eurofound (c. £619,000 versus c. £242,000 in 2014). We have also significantly increased the income from UK charities, from £50,000 in 2014 to c. £213,000.

More staff have been supported to develop confidence and skills in bidding for external funding in the period, for example the number of staff applying for non-KTP funding as PI has increased from 44 to 57 through the period (including former staff) and the number of funding applications has risen to 210, from 166 in REF2014. Examples of this are the first successful bids for small awards (up to £5,000) won by **Chawdhary**, **Harris** and **Kottasz** from the Academy of Marketing. More generally, the profile of applications has changed, with 62% of applications for less than £25k in the current REF cycle (compared to 48% in REF2014) and 18% of them for an amount between £25k and £100k (compared to 29% in 2014). The proportion above 100K is broadly comparable between the two REF periods.

iii) Develop impactful research

Our approach to generating impact from our research has been through seeking and fostering longer-term collaborations with stakeholders, including large and small business organisations, government and non-government bodies, national and local authorities, as well as through public engagement. We have established these relationships through our strong reputation for research on entrepreneurship and small businesses, health management, sustainable innovation, and new product development.

The four submitted case studies exemplify the scope and range of the unit's research impact, in areas such as: government policy (nationally and internationally) as in (ICSUoA17Harries3) and (ICSUoA17Favato1); the processes and practices of multinational firms (ICSUoA17Vecchiato2) and the viability and sustainability of a start-up SME (ICSUoA17Chell4).

Other impactful research has been generated from collaborations with Sanofi Pasteur (**Vallée-Tourangeau**); NHS Wales (**Annan-Diab**); and academy schools (**Hill**), as further described in Section 4. Furthermore, **Genus**' research on innovative 'living lab' approaches to engaging

Unit-level environment template (REF5b)

citizens and reducing energy use has begun to change the terms of the energy policy debate in the European Commission (EC), while helping participants in eight countries to lower household energy consumption.

Since REF2014, our impact support structures have been reinforced to include a Business Development Manager and an Impact Development Manager (from central Research, Business and Innovation teams) who help staff identify the potential impact of their research and knowledge exchange opportunities, provide training, development and 1:1 support with evidence gathering and evaluation.

iv) Expansion of the doctoral programmes

Led by the Director of the Doctoral Programme (**Favato**), the number of PGR completions has increased from 42 during the REF2014 period to 72 (plus 2 by publication) in this REF cycle, including 56 PhDs, 14 DBAs and 12 Doctorates in Occupational and Business Psychology (DOBP), launched in 2016. Table 3 below shows the year-on-year completion trajectory.

Table 3 – PGR Completions

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Grand Total
PhD	4	4	11	4	11	7	5	46
DBA	4	2	1	2	1	3	1	14
DoBP	N/A	N/A	N/A	N/A	N/A	7	5	12
	8	6	12	6	12	17	11	72

This increase is the result of substantial investment from both the Unit and the University in developing the supervision capability of staff, through working in teams with experienced supervisors. We offer thematic and open studentships for prospective PGR students, advertised annually through the University website and through jobs.ac.uk. These are in addition to a Graduate Teaching Assistance (GTA) scheme whereby PGR students are paid for engaging in teaching activities.

Interdisciplinarity and Open Research

One of the key functions of the SBRC and the research groups is to foster **interdisciplinary research**, in ways that lead to significant economic and societal impact. For example, SBRC/RISE sustainability research led by **Genus** in collaboration with partners in the EU Horizon 2020 'ENERGISE' project brings together researchers from business & management, politics and international studies, and the built environment to have impact on households' energy consumption behaviour and government policy. **Harries'** work (SBRC) combines small business research with environmental policy and behavioural psychology to address questions of flood resilience in the UK and the Netherlands (ICSUoA17Harries3). The Leadership and Management in Health group, led by **Favato**, brings health policy and economics together with management analysis in ways that have had impact on national vaccination programmes in Italy and the UK (ICSUoA17Favato1). The **DART** (Decision Attitude, Risk and Thinking) group supports an interdisciplinary behavioural science research with a network of more than 30 external partners from disciplines including psychology, economics, sociology, geography and social work. DART's recent research includes investigation of how expert reviewers make judgments about research proposals (**Vallée-Tourangeau**), involving researchers from psychology and health & social care and financed by the Wellcome Trust.

The Unit supports an **open access research environment** in line with the University's 'green' approach. Additional funding is also made available for 'gold' open access in addition to any UKRI funding requirements. We require all researchers to register with ORCID and make their profiles

public. We have an Open Access champion (**Gourdon-Kanhukamwe**) who promotes Open Science within the Unit, Faculty and University (e.g. delivering Open Science and Open Software presentations at the annual Faculty Research Conference and with a University wide Open Research Journal Club), and who is an ambassador for the Centre for Open Science. To date, 26 staff have taken advantage of funds made available for gold open access publishing (a total of 53 articles in gold open access journals, 11 of which are included in this submission).

Research and Impact Strategy 2021-2026

Our research vision for 2021-2026 is *'to work collaboratively to contribute credible insights and tangible value to people's lives, business practices, society and the environment through impactful research'*. It flows from the institutional strategic aim within the University's Strategic Plan to *'advance our subject areas and increase our societal influence and impact'*. We aim to: 1) stimulate knowledge-generation around future-focused priorities; 2) nurture a positive research culture underpinned by openness, inclusion, and integrity; and 3) enable and facilitate collaborative research impact and knowledge exchange through strong research partnerships.

1. Stimulate knowledge generation around future-focused priorities

We will **build communities of research practice around areas of thematic importance** in order to ensure a critical mass of researchers from different research groups working together on innovative and future-facing questions. Areas of thematic importance include sustainable entrepreneurship; well-being at work; and decision-making under uncertainty. By building such communities, we will increase the sharing of best practice and facilitate interaction among researchers looking at similar questions from different disciplinary and/or methodological angles. Each area will be fostered by a research lead and have an allocated budget.

We will **increase the number of collaborative inter-institutional and cross-disciplinary networks**, building on our membership of professional and research networks such as: ENSR (European Network for Social Research); Chartered Association of Business Schools; special interest groups within the British Academy of Management and Institute of Small Business and Entrepreneurship and the Social Enterprise UK's Ally Network (joined in Spring 2020). We will apply to become a founding member of the Institute of Small Business and Entrepreneurship. Recent inter-institutional collaborations with Maynooth University (Ireland) and with LSE have resulted in joint seminars, grant applications and outputs.

To **increase the breadth and volume of external funding** we plan a threefold approach: (i) research groups will be the focus for small grant applications and for developing ECR's bidding potential in highly specialised bids; (ii) the larger thematic groups will be at the heart of large-scale, collaborative proposals and of the development of ECRs' general skills in bidding and impact; and (iii) at both levels, we will support staff engagement in partnership-building events as well as thematic collaborative "sand-pit" grant writing retreats to stimulate innovation.

2. Nurture a positive research culture underpinned by openness, inclusion, and integrity

Key research policy stakeholders (e.g., [UKRI](#)) have identified the need to consider how excellence is achieved across the UK research and innovation sector. Aligned with the University's signing up to the Concordat to Support the Career Development of Researchers and the San Francisco Declaration on Research Assessment (DORA), the Unit will **foster its engagement with open research practices** by strengthening our links with the Responsible Research in Business and Management (RRBM) network.

We will develop an inclusive **research culture** by prioritising research activities which promote knowledge exchange and innovation between colleagues at different career stages, mentoring ECRs and those who are growing their areas of responsibility in research. We will address any imbalance in gender representation in administrative roles and design activities (such as mentoring by senior female peers) aimed at closing this gap.

We will further **embed our doctoral training in research activities** by including PhD researchers in thematic communities of research practice. Research students are also hired as research assistants (including for impact or knowledge exchange work) which further enriches doctoral training and contributes to career development.

3. Enable and facilitate collaborative research impact and knowledge exchange through strong partnerships

The SBRC already has a track-record of external business engagement, evidenced by its recent successful accreditation submission to the Small Business Charter (2020). As we believe that research and business engagement have a mutually productive relationship, we aim to extend the SBRC model to the Unit as a whole, by actively supporting researchers in each thematic area to identify and build relationships with key stakeholders. Each thematic research lead will be supported to organise knowledge exchange events and develop and maintain existing strategic links with national and international organisations (e.g. Carbon Trust, OECD, ENSR and Social Enterprise UK) and partners (e.g. Kingston Chamber of Commerce, Royal Borough of Kingston local authority and South London Partnership) as well as new knowledge transfer partnerships. A newly appointed Faculty Associate Dean for Enterprise (**Genus**) will take this forward, supported by University capital investment into research infrastructure, including a £50k investment from the University to create a Kingston Living Lab, which will enable extension of the work of the ENERGISE project.

2. People

Staff

The University's academic career development framework, known as "Domains" (see Institutional Environment Statement), recognises and values staff contribution and career aspirations in research alongside learning and teaching, knowledge exchange and professional practice.

Within the Unit, we have management and support structures which help define, develop and sustain the diversity of career aspirations of our staff and promote the importance of research, not only as an independent activity but also for research-informed teaching and professional practice. The central Research, Business and Innovation directorate provides support with grant-writing, impact development and business partnership in support of research. Research active staff set annual personal research plans in agreement with their line manager and Department Research Director (DRD). Equality and diversity are integral to the research activities and staffing strategy of the Unit, through flexible/remote working arrangements and other measures (see Equality and Diversity).

Our strategic ambition of deepening and broadening research culture, increasing engagement in research and the quality of impactful research activity, provides the framework for implementing our staff recruitment, staff development and promotion strategies.

Of the 51 staff in this submission, 13 were recruited in the assessment period. We have attracted staff at all career stages from research intensive institutions in the UK and abroad (e.g. Durham University, King's College London, University of Exeter, Cardiff University, City Business School, Loughborough University, Aalto University, Politecnico di Milano, University of Rome "Tor Vergata", The World Bank, Alba Graduate Business School). We have employed three permanent post-doctoral researchers and three researchers on fixed contracts, funded by a combination of QR and external grants funding. We also recruited three talented researchers from our PhD programme:

- **Di Maddaloni** (current ECR and former GTA), founder of the Project Management Research Group.
- **Chawdhary** (former GTA), continuing the well-established Word of Mouth Communication research stream, with Emeritus Professor Robert East, after the death of Professor Wendy Lomax.

- **Pereira** (former GTA) who has contributed to the Capital Market Research Group with six peer-reviewed publications since 2016.

Research achievements and research potential have informed all our new appointments, including appointments focussed on strengthening or developing areas of research, ensuring the sustainability of our research environment:

- We recruited **Marcellusi** to work with **Favato** on health economics research.
- **Sakellariou, Pierrakis** and **Vecchiato** have strengthened the Unit's entrepreneurship and innovation research activity. They have been working with SBRC staff on external engagement projects (e.g. for the Department of Business, Energy and Industrial Strategy on raising productivity).
- **Paolillo's** (ECR) research specialisation on age discrimination fits well the Diversity and Inclusion research stream within the Well Being at Work Research Group.

We nurture and support our staff to fulfil their research potential and career aspirations both within and outside Kingston. Since REF2014, 53% of staff have achieved promotion in the period, including 8 staff to Associate Professor (3 are women) and six to Professor (2 women). Staff leavers have moved to institutions which include Lancaster University, University of Southampton, Birkbeck University of London, University of Kent, The University of Liverpool, and Tongji University (Shanghai).

An important aspect of staff development within the Unit is the support given to individuals at the beginning of their research careers, through networks at the Unit, Faculty and University level, and 'first pump-priming grants' (four awards ranging from £5,500 to £8,800, total £29.8K). ECRs and newly research active staff are assigned an internal research mentor to support delivery of research plans agreed with the DRD and HoD.

The Unit also has a long history of appointing external research mentors (e.g. Professor Money for Strategy and Marketing; Jorgensen in Accounting and Finance; and van der Heijden, in HRM and OB), complementing the expertise of internal mentors and working with staff at all stages in their career, both remotely and in person, visiting the Unit several times a year.

All staff have access to development funding to help enhance their career progression. This has taken the form of funding for a higher degree (e.g. **Harris, Robinson**), specialist training on a particular research method (**Chawdhary**), or presentation of research at external conferences (almost 400 papers presented 2014-2020). The latter constitutes the largest resource allocation for staff-development, with annual expenditure ~ £150,000 before Covid-19 ceased research travel in the period. We expect staff to convert conference papers into peer-reviewed journal articles. School and Department Research Directors and mentors work with junior staff to facilitate this. In Spring 2020, funds that could no longer be spent for activities such as conference attendance, were redirected to assist the COVID-related research activities mentioned in Section 1.

In addition to supporting staff to attend external conferences:

- We host an annual Faculty Research Conference (held online in 2020), where researchers at all stages of their career, including PGR students, present their work and / or submit a Poster. The Conference promotes research culture and interdisciplinary research across the Unit and the Faculty.
- Research groups and departments organise research seminars (~30 per year), topical workshops (e.g. Open-source alternatives to SPSS; how to publish in top journals; PRINCE2 and AGILE training) with internal and external contributors (e.g. Professors Baker, The University of Alabama; Jorgensen, LSE; Bourlakis, Cranfield University; Wright, Massey University; Cooney, Dublin Institute of Technology) as well as Erasmus mobility scheme visitors. The SBRC alone has held over 40 seminars over this REF cycle, mostly with external speakers (e.g. Dimov, University of Bath; Bennett, University of Cambridge; Tornikoski, Grenoble École de Management; Mason, University of Glasgow; Foss, Arctic University of Norway). PGR students are encouraged to attend all seminars and workshops and to meet the presenters.

- We hold annual away days and on-site 'research days' at departmental level, in addition to residential publication workshops. We aim to balance the number and frequency of residential/off-site events with short on-site workshops, to ensure that all staff (and PGR students) have equal access, including those with special needs or caring responsibilities.

University Business Development Managers work closely with the Unit to facilitate exchanges between academics and business, industry and public sector bodies by organising external networking and Knowledge Exchange events such as the annual Kingston Business Expo Networking event and the bi-annual Business Breakfasts. The latter are thematic lectures / workshops where academic and business participants exchange best practice on a current theme (e.g. energy efficiency for SME – led by **Genus** in collaboration with the Carbon Trust and funded from the European Union's Horizon 2020 research and innovation programme).

All research workshops and seminars were held online from March 2020 onwards.

Section 4 reports further examples of staff engagement with private and public sector organisations.

Postgraduate Research Students

The Unit has a thriving doctoral programme (see also Section 1) that makes an important contribution to the intellectual vibrancy of the School. We currently have 47 PGR students (25 FT, 15 PT and 7 completing minor thesis revision post-VIVA), as detailed below:

Table 4 – current PGR students

DBA	DOBP	PhD	TOTAL
3	4	40	47

Our student body is international (44% are non-UK/ EU) and over 60% are women. We have a dedicated doctoral suite where students have access to a workspace and social facilities. The DBA programme has AMBA accreditation. Most students follow a 'traditional', thesis-based route to their PhD / DBA / DoBP. We also offer a PhD by prior publication/portfolio.

All PGR students have access to centralised support networks, including pastoral care, from the University's Graduate Research School. The Director of the MRes (**Hand**), the Faculty Director of Doctoral Programmes (**Favato**), the supervisory teams and the Unit Research - PGR Coordinators provide academic guidance and practical support to research students. We offer competitive studentships comprehensive of a stipend and fees (11 awarded over the REF cycle), as well as fee waivers based on financial need. We also have a Graduate Teaching Assistantships scheme, whereby we employ PGR students to assist with teaching and marking (21 students over the period).

As evidenced in Section 1, in this assessment period we had 72 PGR completions (plus 2 by publication, versus 42 in REF2014. The increased number of PGR completions in this REF cycle is the result of:

- Substantial investment from both the Unit and the University since 2014, including thematic and open studentships for prospective PGR students and the GTA programme.
- The development of systems to help enhance the student journey.
 - We have made a strategic effort to build the research expertise and supervision capacity of our staff through team working, mentoring and training. New supervisors attend University workshops (e.g. 'Examining and Chairing at Kingston' and 'New PGR Supervisor Training') and the webinars run jointly with TECHNE (e.g. mental health webinar for supervisors). Experienced supervisors attend 'refresher' workshops every 3 to 5 years.

- We have launched annual alumni workshops bringing together current and past students, discussing themes such as “Essential toolkit to survive...and enjoy the Viva exam”, “How to get an academic job” and “Publishing from your PhD”.

Training and career development are an integral element of our doctoral programme. We follow a 1+3 programme, where all students undertake a Masters in Business and Management Research Methods (MRes) in year one. A credit-bearing MRes is a distinctive feature of our doctoral programme. Most other business schools have training as part of the PGR programme, but only use an MRes (or similar) as an exit award and do not award it alongside the Doctorate. The MRes ensures that our graduates have a thorough grounding across the range of methods employed in business research and all have experience of undertaking both quantitative and qualitative analysis. Students need to pass the MRes with a minimum grade of 60% to progress to the doctoral part of the programme; this ‘screening’ helps subsequent completion rates.

During the first lockdown, online training and career development activities for our MRes and PGR Students have supplemented individual supervision:

- *Weekly webinars*, delivered by senior staff on topics ranging from: ‘remote working and wellbeing’ (**Butler**) and ‘how to publish your PhD work’ (**Ibrahim**), to ‘reviewing literature systematically’ (**Gourley**) and ‘writing for impact’ (**Favato**) took place between May and July 2020.
- *Individual clinics*: 1-hour weekly slots with **Favato** on: Statistical analysis & Econometrics and Research contribution/impact.
- *PhD community*: a virtual forum to chat, blog, upload links, and share ideas about research.

Students also attend Professional Researcher training events, organised by the University's Graduate Research School. The Graduate School runs an annual Three Minute Thesis (3MT) competition, which challenges students to stage a compelling spoken presentation on their research topic and its significance in three minutes. The contest runs as a heat, a training programme and a final; the winner competes in the national 3MT competition, run by Vitae. The competition was online in 2020. Several students from the Business School compete every year. In addition to having free access to relevant conference events hosted by Kingston, we encourage and financially support research students to attend international conferences and visit other institutions (e.g., Kasperova visited the Turku School of Economics, Finland). This helps with their academic career development and confidence, particularly when they achieve formal recognition of their work. For example, awards have been won by Kasperova (Emerald Literati Network Award for Excellence for the Outstanding Paper of the Year in the International Journal of Entrepreneurial Behaviour and Research, 2015); Crisafulli (EDAMBA thesis competition prize, 2016); Quamina (Best Paper Award at the 11th Global Brand Conference, 2016).

An analysis of a sample of our doctoral graduates since 2018 (n = 35) showed that 100% were employed; 80% worked in academia, 93% of them were appointed as Lecturer or above. Our graduates working in academia have found employment in institutions such as Birkbeck, City, Henley Business School, UCL, Deusto Business School, University of Rome "Tor Vergata", Coventry University, Edinburgh Napier University, University of Jeddah, and Notre Dame University (Beirut, Lebanon). The PhD graduates working outside academia are either consultants (e.g. Africa Research and Consulting Centre) or work in the private sector.

Equality and Diversity

Our UoA staff are international; over 50% of staff submitted are non-UK. Eleven (22%) of submitted staff are BAME (compared with 27% of all Category A staff). The University sets out the broader context within which the Unit approaches its EDI policies and practices. Kingston is one of first nine universities in the UK to hold the Race Equality Charter bronze award, in recognition of efforts to improve the representation, progression and success of Black, Asian and minority ethnic staff and students within higher education (in 2015, renewed 2019).

Kingston has held a Bronze Athena Swan award at institutional level since 2013 (renewed 2017). The Athena Swan submission for the Business School will be made by 30th April 2021. Table 5

reports the gender composition of: all Category A staff within the Unit, staff submitted, and staff submitted as a proportion of all Category A staff in the Unit, compared with REF2014.

Table 5 – Gender profile of staff submitted in REF 2014 and REF2021

	REF 2014		REF 2021	
	Female	Male	Female	Male
All Category A staff in Unit	42%	58%	49%	51%
Staff submitted (staff with SRR in 2021)	32%	68%	45%	55%
Staff submitted as % of Category A staff	22%	33%	58%	68%

The gender balance of Unit researchers has improved slightly since REF2014 (see Table 5). 47% of Associate Professors and 33% of Professors are women. The latter is in line with the proportion of female professors nationally (Times Higher Education, 26/9/2019). Just over 60% of submitted researchers are below 50 years of age (57% of Category A staff are in this age group). Addressing the gender gap in staff submitted is part of our plans for the next cycle.

During teaching periods, researchers have one day per week of research allocation time (or pro rata for fractional staff) in line with their personal research plans and research leadership responsibilities. Staff can use research time in block mode to work overseas on their research projects (e.g. **Dall’Olmo Riley**, **Whiley** and **Imas**, supported by grants from Santander Research Mobility Scheme). Introducing more flexible periods of short research leave is part of our plans for 2021-2026.

All staff are entitled to request *flexible working*; the HoDs assess each request against a list of criteria recommended by Advisory, Conciliation and Arbitration Service, recognising the importance of work/life balance and employee well-being in the Unit’s working environment (e.g. for staff completing their PhD or with caring responsibilities). The same policy applies to staff and research students managing long-term illness or returning from maternity leave. There were no constraints on remote working, for either staff or research students, even before March 2020. Compatibly with teaching or other work commitments, staff can take up a visiting position elsewhere for a few weeks (e.g. **Imas** at University of Bologna, Buenos Aires campus).

Standard University policies and provisions are in place to support staff and research students after a prolonged period of leave. Research students managing long-term illness can suspend their studies for the duration of the illness. PGR students impacted by the COVID-19 pandemic can apply for a fee-free extension of registration and of any applicable scholarships for up to 6 months, to be added at the end of the normal registration period.

Finally, the Unit’s approach to its 2021 submission has followed the process set out in KU’s REF Code of Practice. An internal panel of 16 subject experts was appointed to select the outputs included in the submission, taking into consideration self-assessments made by staff in the unit.

All members of the internal review panel received unconscious bias training, ensuring transparency, consistency, accountability and inclusivity in the final selection of output. To aid the selection of the output portfolio, all staff with SRR were invited to submit up to six outputs for review by the internal review panel. We provided training workshops to aid SRR staff self-assess their selection of output for originality, significance and rigour.

3. Income, infrastructure and facilities

Income

We have sought to generate external research income from a variety of sources, in a challenging external environment (Chartered Association of Business Schools Report, 2018). Since REF2014, we have made 210 external research applications; overall data of income and sources are reported in Section 1.

Significant headline awards in terms of impact and output since REF2014 include:

- ‘ENERGISE’ (European Network for Research, Good Practice and Innovation for Sustainable Energy) Project, led at Kingston by **Genus**, **Iskandarova** and **Harris** funded by Horizon 2020 (£300k, 2016-2019) within a 3.7 million euro 11-partner, 10-country project. The Kingston team contributed to developing the conceptual framework, establishing a database of sustainable energy consumption initiatives across the EU and producing two policy reports, two policy briefings and two workshop proceedings reports. Reviewing it after its completion, the EC’s Innovation and Networks Agency (INEA) concluded that ENERGISE has ‘delivered exceptional results with significant immediate or potential impact’ relevant to the implementation of the five dimensions of the EU Energy Union.
- “Technology foresight for growth and productivity: the design and implementation of a new foresight approach for UK SMEs” led by **Vecchiato**, Blackburn, Do and **Pierrakis** funded by Innovate UK within the Business Basics Fund Programme (£48K, 2018-2019). The main objective of the project was to identify the most relevant technologies for a cluster of London-based digital health SMEs and thus to raise the productivity of these SMEs, by enabling better investment decisions. Of the 11 SMEs that participated in the project, six have already invested in at least one of the four technologies (artificial intelligence, big data analytics, smart devices, Internet of things) that were highlighted in the foresight evaluation process and eight are considering doing so, in the next three years. A journal article is in draft.
- Future of Manufacturing: Born Globals and their International Value Chain project, led by Smallbone (deceased 2020), Blackburn and Do, and funded by Eurofound (£127k, 2016-2019) in collaboration with IKEI (Spain). This project investigated the international activities of ‘born global enterprises’ within their international value chains, and developed policy pointers on the promotion of SME internationalisation. It involved 10 EU countries and was part of a larger project of the EC on the future of manufacturing activities in Europe.
- Detecting and making recommendations for outstanding research proposals: An examination of decision-making by expert grant reviewers, led by **Vallée-Tourangeau** and funded by the Wellcome Trust (£175k, 2018- present) examines how expert reviewers make judgments about research proposals. The first phase of the project has originated one research output under review. The project is a collaboration across discipline boundaries, including input from a KU member returned in UoA3. The team and the Wellcome Trust are currently discussing the implication of the preliminary findings for how the Trust engage peer-reviewers in their research funding allocation process.
- Smallbone’s British Council award (Newton Fund, World Vision: £33,916) considered poverty reduction in Brazil via empowerment for women to either join the labour market or to acquire skills to establish and develop a sustainable business.

Other awarding bodies include the Department of Work and Pensions, British Council, the British Academy, the Academy of Marketing (AM), the British Academy of Management (BAM), the Association of Independent Professionals and the Self-Employed, the European Parliament, KTP scheme and the OECD. The number of small awards during the period partially reflects our policy of supporting researchers at all stages in their career to submit funding applications of various sizes, particularly when they have impact potential or fit with the Government’s Industrial Strategy. For example, **Ibrahim** was awarded £3,994 from BAM for a project examining how pay-performance relates to the measures used for bonus payments in executive compensation contracts; **Kottasz** received £5,000 from AM for a study of how individuals who are unable or unwilling to drive feel and think about using driverless cars.

During the period, we have also received income from ongoing projects funded by e.g. 3 UK Research Councils, the Richard Benjamin Trust, the Small Business Council, the Royal Geographic Society and Young Enterprise:

Table 6 – Analysis of Research Income

Research Areas	% of income	% new awards	Example funders
Small Business Research Centre	55%	65%	Barclays, BEIS, British Academy, British Council, Chartered Association of Business Schools, DEFRA, Department for Work and Pensions, Dun and Bradstreet, EU H2020, Eurofound, IPSE, Legal Services Board, OECD, Professional Contractors Group, UK Finance, Worklab
Accounting, Finance and Informatics	1%	1%	British Academy of Management, University of Rome "Tor Vergata"
Management – inclusive of Organisational Behaviour and Human Resources Management	27%	22%	ACAS, Adastrum Consulting, British Academy of Management, Department for Work and Pensions, East Sussex NHS Trust, European Association of Decision Making, Norwegian Research Council, Prison Reform Project - High Down Prison, Rebekah Giffney Consulting Wellcome Trust
Strategy, Marketing and Innovation	17%	12%	Academy of Marketing, AHRC, British Academy, EPSRC, ESRC, Innovate UK, Marketing Trust, Kingston Council, Wellcome Trust, Young Enterprise

We have leveraged QR funds to promote grant-funding applications, support staff drafting bids, provide pump-priming funds and ensure support for undertaking research activity. Since REF2014, we have held an annual 'bidathon', two-day workshops or residential grant-writing retreats at the Missenden Centre, attended by both experienced staff developing large research proposals (e.g. **Harries** and **Vallée-Tourangeau** who submitted successful bids after one of the retreats) and by early career researchers. We also hold annual workshops on campus, to facilitate the attendance of staff with caring or other responsibilities.

Finally, whenever possible and appropriate, we have capitalised on open access data sources, such as the *Taking Part* survey commissioned by the UK Government's Department for Culture, Media and Sport. We expect that the use of secondary data sources will increase in line with the availability of open access data sets. We also capitalise on our industry connections to attract 'donations in kind', for example the data sets and data coding, free of charge, obtained from the Marketing, Technology and Data Specialists CACI.

Infrastructure and Facilities

During this REF cycle, income targets for the Unit have been set by the AD Research in agreement with the Unit's Director of Research and the Department research leads.

We have been working with the University's Research Business and Innovation (RBI) directorate in setting up an enhanced support structure aimed at encouraging more staff to submit proposals and at creating a more sustainable research culture for external grants applications. All staff receive monthly funding alert emails from the Research Development Manager (RDM), providing details of forthcoming funding schemes. The RDM meets with researchers either individually or through department or research group meetings. The aim is to support a more effective targeting of research funding opportunities. The RDM assists with grant proposal preparation, including

Unit-level environment template (REF5b)

costings. RBI also provides support for staff once the award is in place. All grant applications are subject to ethical assessment.

Targeted capital investment has enabled us to expand research facilities within the Unit. As already mentioned, we have invested in a **Bloomberg trading room**, where a Datastream terminal is available. In addition, in 2017 we equipped a **Behavioural Science Laboratory** for the collection of behavioural data. The lab includes eye-tracking technology which, for example, has enabled data collection for a study on eye tracking as a method of investigating compliance with instructions (**Gourdon-Kanhhukamwe** and **Vallée-Tourangeau**). **Vallée-Tourangeau** is currently coordinating an interdisciplinary, international bid to the ESRC for a project on how and when socio-cognitive interactivity supports team-work and innovation (with Professors Reber from the University of Oslo, Steffensen from the University of Southern Denmark and with F. Vallée-Tourangeau and Nebel, from respectively the Psychology and Computer Science Units at Kingston). The lab's facilities will enable data collection.

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

The Unit's engagement with the wider academic research community, industry, and professional associations is described below. In addition, the focus on research has also facilitated AACSB (2016) and EPAS (EFMD) (2017) accreditations.

Research agreements have been signed with national and international partners:

Since 2016, we have signed three research-led Memoranda of Understanding with: the SME Research Centre at **Deakin University** (Australia); **Siegen University** (Germany) and **Zhejiang University** (China), for staff exchanges, research collaborations and conference organisations. Blackburn visited Deakin in 2017, as a member of their Advisory Board and contributed to the Australian Internationalisation of SME White Paper; Tanewski (Deakin University) visited Kingston in 2018. The SBRC also has links (including staff exchanges), with **Turku School of Economics** (Finland) and the **Institut für Mittelstand** (Germany), which funded a comparative study on business banking in the UK and Germany. Furthermore, the SBRC has an on-going collaboration with **St Gallen University** regarding the Global University Entrepreneurial Spirit Students' Survey (GUESSS) and is responsible for the English component of the study.

In 2015 **Genus** founded RISE (Responsible Innovation Sustainability Entrepreneurship), a cross-institutional group involving members from within the Unit (e.g. **Iskandarova** – founding member) and the University of Greenwich. The group comprises researchers who share an interest in connection with the transformation of society through the promotion and diffusion of sustainable technologies. Since late 2018, RISE has taken on the role of furthering the sustainable development agenda within the Unit, with cross-disciplinary research involving staff specialising in operations management (**Zanjirani Farahani**) and small business research (**Harries**).

Members of the unit have participated in the set-up of **cross-university research centres**: **Hill** is the Co-Founder and Director of The Centre for High Performance (based at Oxford University), in collaboration between senior faculty at the Universities of Kingston, Duke CE, London Business School and Oxford.

We also have **PhD international agreements**, to enable the sharing of expertise and experiences, adding vitality to the PhD programme, as the annual **Belk-Kingston-Mercator (BKM)** joint doctoral research workshop, which rotates between the Belk College of Business at University of North Carolina, Charlotte (USA), KBS and the Mercator School of Management at Duisburg University (Germany). In 2015, Dr Hansen from Belk contributed to a three-day doctoral workshop on "How to Craft Good Theory and Logic that gets Research Papers Published and Cited", hosted by KBS. In 2016, six KBS students visited UNCC; and in 2017, seven visited the Mercator School of Management. In July 2018, Kingston hosted the workshop, with 15 international participants and 8 from the Unit. In 2019, the workshop returned to UNCC.

Unit-level environment template (REF5b)

Most staff in the Unit have research collaborations at an individual level with other national and international universities, exchanging visits for seminars and study periods. For instance, the Economics Faculty of Rikkyo University, Tokyo invited **van den Berg** in Autumn 2017 to deliver a seminar series to students and academic staff on topics in the history of economics. **Dall’Olmo Riley**, **Whiley** and **Imas** secured Santander mobility scheme grants and worked with colleagues in Spain and Chile. Erasmus Staff Mobility funds have enabled research exchanges with partner Universities (e.g. **Dall’Olmo Riley** visited Bologna University twice, delivering seminars and guest lectures; Dr Zeynep Ozsoy Istanbul Bilgi University visited KBS and delivered three seminars).

Table 7 presents examples of the 95 + institutions where staff have held research collaborations; 67 of the 122 output in this submission were co-authored with researchers at these institutions.

Table 7 – Overview of National and International Research Collaborations

Region (number of collaborations)	Examples
Asia (10)	University of Hong Kong; Rikkyo University, Tokyo; K.N. Toosi University of Technology, Teheran
Australia (3)	University of South Australia
Europe (32)	Aalto University; ALBA Graduate School (Greece); Erasmus Rotterdam; Jönköping (Sweden); Stockholm School of Economics; University of Rome "Tor Vergata"; University of Twente (Netherlands); University of Zaragoza; University of Zurich.
UK / Ireland (36)	University of Bath; Dublin Institute of Technology; University of Greenwich; University of Kent; Kings' College London; Lancaster University; LSE; London Business School; LSE; Maynooth University; Open University; Royal Holloway University of London
South America (5)	University of Buenos Aires (Argentina); Adolfo Ibañez University, Santiago (Chile)
USA (10)	Black School of Business (Penn State); Duke University; University of North Texas; Pace University, New York

We frequently host foreign academics for study periods and research collaborations. For instance: Galán-Ladero (University of Extremadura, Spain) visited for 3 months to work with Singh (former staff), leading to one journal article; Wang from Shenyang Institute of Engineering (China) visited for 6 months to work with **Ibrahim** and **Noikokyris** also leading to one publication; Ettl from University of Siegen (Germany), and Matejun and Sitkiewicz from Lodz University of Technology (Poland) visited the SBRC for a month each; Paiva Mack from Adolfo Ibañez University (Chile) and Stutterheim from Maastricht University (Netherlands) visited the Wellbeing at Work Research Group and presented at the symposium on Contemporary Ideas in Health and Wellbeing held at Kingston. Michaud-Trevinal from the Institut Universitaire de Technologie de La Rochelle (France) visited **Harris**, resulting in a successful application for funding from AMS/SFM to attend the 2021 AMS Annual Conference in New York.

In addition, we regularly host PhD students from foreign universities who spend study periods at KBS collecting data for their research and benefit from expert knowledge of our staff, in exchange for research assistant duties (e.g., de Canio, University of Ferrara, Italy in 2016).

Many of our staff are engaged with scholarly journals, as editors, associate editors, editorial board members or special issue editors in a variety of disciplines.

Eight staff are either Editors or Associate Editors of Journals: Blackburn is editor-in-chief, *International Small Business Journal*, and series Editor of Routledge books on Small Business; **Butler** Senior Editor, *International Journal of Emerging Markets*; **Dall’Olmo Riley** Associate Editor, *Journal of Marketing Management*; **Hill** Associate Editor, *International Journal of Operations and*

Unit-level environment template (REF5b)

Production Management; **Kottasz** Editor in Chief, *International Journal of Nonprofit and Voluntary Sector Marketing*; Smallbone Associate Editor, *Journal of Small Business Management*; **Vallée-Tourangeau** Associate Editor, *European Review of Applied Psychology*; **Zanjirani Farahani** senior editor, *Production and Operations Management*; Associate Editor, *IMA Journal of Management Mathematics*. Furthermore, staff have served as Guest Editors of Special Issues, for example: **Kalafatis** special issue joint editor, *Industrial Marketing Management*; **Vallée-Tourangeau** guest editor, *Vaccine* (2017); **Zanjirani Farahani** Managing Guest Editor, *European Journal of Operational Research*, special issue “The role of Operational Research in the future epidemics/ pandemics”.

Our **Open Access** Champion **Gourdon-Kanhukamwe** has been Action Editor of the international, large-scale replication initiative SCORE project and has contributed to the administration, translation, and data collection of the Psychological Science Accelerator’s COVID-19 large-scale, open project. **Gourdon-Kanhukamwe** also contributes regularly to international projects as replication forecaster, such as this one: <https://doi.org/10.1016/j.obhdp.2020.07.002>

Staff are frequently invited to review articles for journals in their field of expertise, including the *British Journal of Management*; *Journal of Business Research*; *Journal of Business Ethics*; *European Accounting Review*; *European Journal of Marketing*; *European Journal of Operational Research*. **Zanjirani Farahani**, **Dall’Olmo Riley**, **Ledden** received reviewing excellence awards from: *European Journal of Operational Research*; *Transportation Research Part E*; *Journal of Business Research*; *Marketing Intelligence and Planning*.

We also sit on the Editorial or Review Board of 25 journals, including: *Journal of World Business*; *International Small Business Journal*; *Journal of Small Business Management*; *Transportation Research Part E: Logistics and Transportation Review*; *Industrial Marketing Management*.

We are often called to participate in **national and international grant committees**. For example, **Dall’Olmo Riley** was Selection Committee Member for Management, Economics and Finance, Italian Ministry for Universities and Research (May 2018 - March 2019); **Favato** Peer Reviewer, Research Council UK; **Genus**, Panel member, Swedish National Research Funding Council; **Harries** Peer review college member, UKRI Future Leader Fellowships; Kitching (former staff) end-of-award rapporteur, ESRC; reviewer, Polish National Science Centre (2016) and Carnegie Trust, Scotland (2019); **Kutaula** reviewer, “Transforming Productivity: Management Practices and Employee Engagement” (2017-18), ESRC; reviewer, Small Grants Scheme (2017-19), British Academy of Management; **Vecchiato** Referee, Italian Ministry for Universities and Research (2018); **Wolfram** Reviewer, Social and Behavioural Sciences, German Research Foundation (2016).

Contributions to Royal Societies and International Councils include: **Anagnostopoulos** Hellenic Quality Assurance Agency; Greek Higher Education Council Committee Member, 2011-current; Blackburn President of the European Council for Small Business and Entrepreneurship (2015-17); current member of the Executive; member of the Council of the *Society for the Advancement of Management Studies* (SAMS) and of the Executive of the ENSR; Treasurer of SAMS; **Genus** Co-Chair of ISBE Social and Sustainable Enterprise Special Interest Group; **Kottasz** Co-Chair of the Academy of Marketing (AM) Arts, Heritage, Non-profit & Social Marketing SIG, with responsibility for Non-Profit Marketing. **Kutaula** represents KU as a member of Environmental Association for Universities & Colleges; **Robinson** Co-Chair of AM Marketing Communications SIG; **Sakellariou** Elected Board Member, Hellenic Institute of Marketing, 2017-current. Jury Member, Product and Service Innovation and Customer Insights, Greek Marketing Excellence Awards (2019); Smallbone was Member, Steering committee for projects on entrepreneurship policies for social inclusion in Europe, OECD; **Van Den Berg** President of the European Society for the History of Economic Thought (ESHET); **Vallée-Tourangeau** President-elect Executive Board of the European Association for Decision Making.

All these activities give our staff a chance to lead and shape the debate in their respective disciplines.

Unit-level environment template (REF5b)

Staff members have been awarded **fellowships and prizes**, and in particular: **Favato** is Fellow of The Royal Society of Medicine; Smallbone was Fellow of European Council for Small Business and Entrepreneurship and of the Wilfred White International Council of Small Business and Entrepreneurship.

Examples of **prizes** are:

Annan-Diab (with Pedraz) received the United Nations PRM 2020 Seed Funding Award for Developing Innovative Pedagogic Approaches and Teaching Practices in Responsible Management Education. Kitching received Outstanding Paper Award at the Emerald Literati Network Awards for Excellence for his paper (with Kašperová) 'Embodying entrepreneurial identity', *International Journal of Entrepreneurial Behavior and Research*, (2014) 20, 5, 438-452. He also won best paper awards at the ISBE Annual National Conference (2014 and 2015); RENT XXX Conference (2016), as well as Best Reviewer Award at RENT conferences in 2017 and 2018. **Kutaula** received the Carolyn Dexter finalist award at the 79th annual meeting of the Academy of Management 2019 in Boston, USA, for her co-authored paper on proximity and fair-trade engagement in a cross-cultural context. She was finalist, Green Gown Awards, UK & Ireland, 2018; Distinguished Paper award in the doctoral thesis competition of the European Doctoral Programmes Association in Management and Business Administration (EDAMBA), 2016; Runners-up prize at the British Academy of Management (BAM) Conference, Newcastle 2016; Best track paper award at the Fair-Trade International Symposium, 2015, Milan. **Noikokyris** was awarded the Young Investigator Training Program Research Prize at the Quantitative Finance Workshop at the Department of Economics and Finance, University of Rome "Tor Vergata". **Vecchiato** won the 2016 Emerald Literati Network Awards for Excellence for the paper 'Strategic planning and organisational flexibility in turbulent environments' (*Foresight* 2015 Vol 17 Issue 3 : 257 – 273). **Wolfram's** (with Junker) paper "The effects of parenthood and gender on follower ratings of LMX quality" was selected as one of the best submissions to the Academy of Management Conference (2018).

Staff are frequently invited to deliver **Keynote speeches, invited seminars and panel discussions**. Notable examples include: **Genus**, invited speaker and panel member, EC workshop on 'Making the best use of Social Sciences and Humanities in the clean energy transition'. He was also an invited panel member at the Innovating the UK's Energy Research workshop, organised by the UK Energy Research Centre. **Imas** delivered keynotes at the University of Buenos Aires; Pontifical Catholic University of Peru, Lima; Catholic University of Valparaíso, Chile; Dublin Institute of Technology, Ireland; Kitching spoke at the ESRC Seminar on the Regulation of Work and Employment, and three other keynotes nationally and internationally and **Nurullah** at the Amity International Conference (India). **Vallée-Tourangeau** delivered an invited guest lecture at the Vaccine Confidence Meeting, Atlanta (USA) co-organised by Emory University and the US Department of Health and Human Services, as well as invited seminars at University College London. During the lockdown, **Ibrahim** was invited to present her work at the Egyptian Online Seminar Series. This series has featured renowned researchers in accounting and finance from around the world. Former staff Blackburn, delivered numerous keynotes and invited presentations at Kingston, for instance the OECD Steering Group technical workshop on guidance notes and good practice.

Examples of **Workshops and international conferences hosted by the Unit** include: *International Network of Business and Management Journal workshop* (2018), where 10 ISI ranked journal editors provided mentoring and feedback to 40 early career academics and PGR students over a two day-period (<https://www.inbam-editors.org/kingston-publishing-workshop/>); *European Conference on Research Methodology* (2016); *International Conference on Contemporary Marketing Issues* (2015); *International Management Development Association* (2016); *British Accounting and Finance Association South East Area Group Annual Conference* (2016); *Global Entrepreneurship Development Centre* (2016); *SBRC conference: Entrepreneurship Policy in Context - Critical Perspectives* (2019); *Entrepreneurial Finance for Green Innovative SMEs conference* (2019) and the 2019 *Production and Operations Management Society (POMS) Conference* jointly hosted by KBS, Sussex Business School and Cambridge Judge Business School in Brighton. POMS is the world leading Operations Management society, and the annual

conference is usually held in the United States: this was the first time in the UK. **Zanjirani Farahani** was one of the chairs of the event.

Contribution to the Research Base, Economy and Society

Our staff have also **contributed to the wider economy and society** by building collaborations with non-academic research users and beneficiaries in both the private and the public sector. Long-term research projects carried out in the Unit engage researchers with wide networks of diverse communities and publics, often in relation to national and international societal priorities, and interdisciplinary in nature.

The four impact case studies are a good illustration of the scope and variety of the external beneficiaries from our research. The beneficiaries were from a start-up (Enploy Ltd – **Chell**) to a multinational (Pirelli – **Vecchiato**); from small businesses and households affected by floods (**Harries**) to the health of adolescent boys (**Favato**). In turn, this large variety of beneficiaries reflects the breadth of the related research. **Chell** contributed to the growth of a start-up by designing an online questionnaire based on her research on “entrepreneurial personality”. The adoption of **Vecchiato**’s approach to Technology Road Mapping increased effective collaboration between different departments at Pirelli’s, shortening time to market of new products. In the case of **Harries**, his research on the behaviour and actions of small businesses after flooding or in preparation for it prompted Defra and the Environment Agency to abandon ineffective flood resilience strategies. **Favato**’s research on the complexities of human sexual behaviour demonstrated the limitations of previous research into the cost-effectiveness of HPV vaccination and benefitted the general public, prompting the Joint Committee of Vaccination and Immunisation to extend the national HPV vaccination programme to adolescent boys.

Other examples of research or research engagement, frequently on national and international priorities include:

- Kitching’s work with the Association of Independent Professionals and the Self-Employed provided an in-depth analysis of the rise of the self-employed and their financial insecurity.
- **SBRC** staff’s (led by Blackburn) expert research to develop a new online policy tool for the OECD. The SBRC’s input involved underpinning research and helping to develop questions that policy makers could use to assess and elaborate their entrepreneurship policy and programmes for youth, women, migrants and the unemployed. This was an initiative of the EC Directorate-General for Employment, Social Affairs and Inclusion and the OECD Centre for Entrepreneurship, SMEs, Regions and Cities.
- **Hill**’s work on leadership in Academy schools across the UK (published in Harvard Business Review), which is impacting public policy on improving school performance.
- **Genus**’s work on environmental sustainability, as the UK lead of the ‘living lab’, an engagement with third sector organisations part of ENERGISE project. He also organised and chaired a workshop for developing permaculture entrepreneurs (London, 2018) and a business breakfast briefing on energy efficiency, in association with ISBE and the Carbon Trust (KBS, April 2017).
- **Harries**’s collaboration with Durham, Leeds, Sheffield, UEA and UWE universities on flooding and small businesses (SESAME) research project funded by the EPSRC <http://sesame.uk.com/>. He worked with Essex University psychology department, conducting survey research into the question of how attitudes to climate change and flood risk were affected by physical and social proximity to the 2013-14 UK floods. Also works with the OECD Local Economic and Employment Development Programme, <http://www.oecd.org/employment/leed/>
- **Annan Diab**’s engagement with sustainable development issues, by: (i) working with Public Health Wales (£16,400 Sustainability Development and Research Fund, Politics Unit at Kingston); (ii) participating as a core member of “Impact and Advancing Global Health Decision Making”, a research project funded by Johnson & Johnson, in collaboration with Rutgers University and The Academy of Business in Society; and (iii) her membership of

the UN Global Compact - Principles for Responsible Management Education (PRME) working group (48 members across the globe) on the Sustainability Mind Set.

- Smallbone's work on Women's Economic Empowerment through Entrepreneurship, analysing the potential for poverty reduction in Brazilian cities through empowering women close to the poverty line to either join the labour market for paid employment or to acquire the business and management skills to establish and develop a sustainable business. (British Council Newton Fund, World Vision: £33,916).
- **Vallée-Tourangeau** on the policy responses to epidemics, by leading a survey on behalf of Sanofi Pasteur on the motors of influenza vaccination uptake and advocacy among healthcare workers in 6 European countries. A report of this work was published in Vaccine. She was identified by the WHO as a world expert on the topic of flu vaccination hesitancy among healthcare workers and was invited to attend a WHO Meeting on Identifying and Addressing Influenza Vaccine Hesitancy and Demand Issues in Geneva.

Finally, our staff have also delivered **training outside of academia**. In particular, **SBRC** staff delivered online training to microbusinesses on Managing Digital & New Technology, including online support in relation to the adoption of technology to improve productivity and in response to COVID-19. The training was part of Leading to Grow, a government-funded project to equip businesses to grow, innovate and increase productivity through adopting digital technologies. The Business Basics Fund from the Department for Business, Energy & Industrial Strategy and Innovate UK funded the training, which is delivered by a consortium of Small Business Charter accredited business schools. **Afrahi** manages the project within SBRC/KBS. She has also contributed to workshops for autistic entrepreneurs.