

ESRC SENSS-DTP IAA BUSINESS BOOST



Demystifying
Student
Engagement
with Business
and Industry

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Thanks for support from Nifty Fox
for their live scribing of the event



Welcome

In June 2018, the Impact Acceleration Accounts (IAAs) at the Universities of Essex, East Anglia and Sussex were each awarded Business Boost funding from the Economic and Social Research Council (ESRC) to work with the South East Network for Social Sciences (SeNSS) Doctoral Training Partnership (DTP) to encourage greater collaboration and engagement between social science researchers – particularly postgraduate researchers – and businesses.

The project was conducted over a 12 month period and had the central aim of enabling social science postgraduate students to engage with the wider business community. Training events, workshops and funding was made available to students to equip them with the skills they need to shape their research for a business audience. To guide the long-term strategic direction and to prepare for forthcoming Industrial Strategy Funding opportunities, additional work was undertaken to map and assess barriers to business engagement. All three Universities collaborated between themselves and with the wider SeNSS network to achieve the various aims and objectives of the Business Boost. This also involved appointment of a Business Engagement and Impact Officer.

This showcase event marks the end of the period of funding, however the fund will leave a lasting legacy for SeNSS-DTP. An interactive online toolkit providing guidance for businesses, students and supervisors will go live on the SeNSS-DTP website.

We very much hope that you enjoy today's conference and look forward to supporting existing and new partnerships in future.

Day One

How Academics Approach Business

TIME	ACTIVITY	SPEAKER / FACILITATOR
9.00-10.00	Welcome refreshments/registration	
10.00-10.15	Introduction to Business Boost and outline of the morning	Kevan Williams , Senior Lecturer Norwich Business School (UEA) & Richard Clarke , Relationship Manager (UEA)
10.15-11.00	What are businesses looking for?	Lucy Marks , Norfolk Network
11.00-12.00	Impact & Knowledge Exchange – A University’s Perspective	Nikki Pockett , Impact Officer (University of Essex) & Dorian Hayes , Knowledge Exchange Manager (University of Essex)
12.00-12.45	Lunch & Business ‘Expo’	
12.45-12.50	Outline of afternoon – Interactive Business Skills	Richard Clarke , Relationship Manager (UEA)
12.50-13.45	Keynote Speaker with Q &A	Doug Field , CEO East of England Co-Op and Chair of New Anglia Local Enterprise Partnership
13.45-14.45	Breakout Session – Navigating IP for online businesses Breakout Session – Facilitating research with external organisations	Nick Scharf , Lecturer in Law (UEA) Julian Campbell , Senior Lecturer in Management Consultancy (UEA)
14.45-15.00	Business ‘Expo’ & refreshments	
15.00-16.00	15.00-15.30 Student Perspective on Business Engagement 15.30-16.00 Report from the Essex Business Boost project Drop-in Session* – Getting the Third Sector and Public Sector to engage with your research	Phillipa Groome , PGR Student (University of Sussex) Cloud Chamber Participants in the ‘Expo’ will be available to provide one to one advice and feedback on how to present your PhD research to third/public sector market
16.00-16.15	Wrap Up (Live Scribe)	Live Scribe: Laura Evans , Nifty Fox Creative
16.15-16.30	Transfer to Anteros Centre for evening reception	
17.00-17.30	Effective Networking – how this helped me start my business Anteros Arts Centre	Kieran Miles , Founder of Duco
17.30-20.00	Networking with Business	

Day Two Into Business

TIME	ACTIVITY	SPEAKER / FACILITATOR
9.30-10.00	Refreshments	
10.00-10.15	Introduction and outline of the morning	Richard Clarke , Relationship Manager (UEA)
10.15-11.00	Tech Panel with Q&A	Tim Robinson , COO Tech East, Brian Bush , Purple Tuesday, Chris Blincoe , Relationship Manager Digital Creative (UEA)
11.00-11.30	The experience of creating your own business – Safepoint	Callum Coombe , CEO Safepoint Former UEA Student
11.30-12.15	Launching an Interdisciplinary Education Spin-out	Brian Maddox , Senior Lecturer in Education & Development (UEA)
12.15-13.00	Lunch & Business 'Expo'	
13.00-13.15	Outline of afternoon	Richard Clarke , Relationship Manager (UEA)
13.15-14.30	13.15-14.00 An academic in Business-Centre for Anglian Water Drop-in Session* – Getting Business/Third and Public Sector to engage with your research	Vittoria Danino-Appleton , Anglian Water Participants in the 'Expo' will be available to provide one to one advice and feedback on how to present your PhD research to business/public/third sector market
14.30-15.00	Business 'Expo' & refreshments	
15.00-16.00	Financial Services Panel with Q&A -Norwich Financial Institutions Group	Naresh Pandit , Professor of International Business (UEA), Andrew Hunt , Aviva, Alex Broome , Barclays, Alastair Drew , Alan Boswell Insurance
16.00-16.15	Wrap Up (Live Scribe)	Live Scribe: Laura Evans , Nifty Fox Creative
16.15-16.30	Business 'Expo' & refreshments	

**students will have the opportunity to get individual feedback on presenting & marketing their research to business, third sector and public sector organisations. Students will be expected to spend up to 10 minutes preparing a poster of their research before having a one-to-one discussion with an adviser from the sector they are targeting.*

Industry Engagement Fund

As part of Business Boost activities, the Industry Engagement Fund was established via the University of Sussex, and administered with the University of Essex, to encourage business engagement of postgraduate PhD students in the social sciences from the universities within the South East Network for Social Science (SeNSS) Doctoral Training Partnership (DTP) network. Each student applied for up to £5,000 to undertake activities such as:

- exploring and understanding business needs and how they can be incorporated into research;
- understanding how to (better) collaborate and co-produce knowledge;
- undertaking social science-informed projects and activities that would support the industry partner.



Victoria Kasprovicz project. Photo credit: Kingo

Sixteen applicants successfully completed their projects:

Student: Victoria Kasprovicz (Sussex)
Industry: Energy – Guatemala

The fund connected Victoria with Kingo, a Guatemalan company who provide rural, off-grid households with a prepaid solar energy service. 105 female customers were interviewed on how Kingo's clients use energy within the home, focusing on factors that promote and hinder their energy usage. The results aided better understanding of daily social practices, and the relationship between gender and energy use in rural Guatemala were illuminated. The depth of understanding has enabled Kingo to incorporate this knowledge to improve its service to rural communities.

Student: Kejia Yang (Sussex)
Industry: Energy (China)

Kejia worked with CASTED and energy companies in both Inner Mongolia and Jiangsu province to promote both institutional and market-friendly systems for the significant integration of solar and wind power in China's electricity system. The project outcome provided valuable insights into understanding the barriers and further opportunities to scale-up local experimentation at a national level. The project established two low-carbon transition research networks, and three business networks on distributed energy – Kejia continues to work with these new connections and is currently facilitating a partner visit from CASTED to the UK.

Student: Aarni Tuomi (Surrey)
Industry: Hospitality and AI

Aarni explored the current and potential future use of technology, especially robotics and AI, in the UK hospitality industry. The project consisted of in-depth interviews, field observations, and two ideation workshops. To engage with industry stakeholders more broadly, Aarni attended various relevant industry events, conferences and workshops in the UK and further afield, including in Finland, Ireland, the US, Cyprus, and Czech Republic. The project identified many areas of future collaboration with industry, and the 'Hack Hospitality' initiative, launched as part of the project, will continue to facilitate critical industry-led engagement with another three events planned in 2019.

Student: Fatima Tresh (Kent)
Industry: Financial Services

Fatima worked with a multinational financial services firm to identify some of the psychological barriers faced in recognising the potential of women and minority groups' leadership in the workplace. Interrogation of data on the underrepresentation of women also highlighted the level at which women were stagnating in their progression. Workshops were developed on inclusive leadership and managing workplace identities for better identification of leadership potential. The project has led to further collaborations with large multinational firms operating in the UK.

Student: Jo Cutler (Sussex)
Industry: Technology (Apps)

Created by the company Better Good, Sparrow is an app which enables and encourages users to donate to effective charities, then provides information about the impact of their donations. Jo conducted two projects to close the gap between the lab research and the app; findings suggested important differences between what motivates giving, relationships between these differences, and potential ways to detect differences with simple questions which could be used in the app. Outcomes included increased coproduction, insight into each others' ways of working, and goals and discussion of future collaborative projects and change to the methodology within the app.

Student: Phillippa Groome (Sussex)
Industry: Construction

Under their 'Gender Balance Initiative' and in close collaboration with the Major Projects Association, Phillippa facilitated an Industry Stakeholder workshop addressing the pipeline development of female talent within the UK construction industry. Attendees included the Infrastructure Client Group (ICG) Equality, Diversity and Inclusion (EDI) Working Group. The workshop resulted in a personal invitation to join 'Project X', as a member of their research group and increased contacts for Phillippa within Government, industry and academia.

Phillippa has also been instated as the ICG-EDI Working Groups Co-ordinator, further embedding her research.

Student: Konrad Maliszewski (UEA)
Industry: Food and Technology

Konrad utilised the fund to support the ongoing engagement with the food industry in Norfolk – Shop Norfolk. Shop Norfolk is a pilot loyalty scheme for small independent retailers. On its surface, the project pilots a loyalty scheme in 10 retail outlets across Norfolk. The project goals were to: expose retailers to the best business practices; demonstrate the value of making decisions based on hard evidence; and encourage them to fully use the technology and functionality available to them. A new technological solution for the loyalty scheme was tested with a new consumer engagement industry partner, Thyngs.



Student: Lucia Macchia (City)

Industry: Employee Incentives

Collaborating with Richoa and Maritz, Lucia explored the links between redemption of employee awards and subjective well-being, and higher levels of motivation, productivity and job satisfaction. Redeemable items were then coded into categories: discretionary vs necessity, hedonic vs utilitarian, high vs low brand and time vs non-time saving items. Findings have led to further projects that aim to seek evidence that explains why rewards for self-courage and integrity and performance are associated to the redemption of items that are linked to higher happiness, in order to design interventions that encourage people to redeem the items that will increase their wellbeing, productivity and job satisfaction.

Student: Narayan Bhattarai

(Royal Holloway)

Industry: Service

Narayan's engagement has had a significant impact on both the researchers and business owners. 26 entrepreneurs were visited, and emerging findings shared from Narayan's research on varying experiences of the digitally-empowered Nepalese-origin entrepreneurs. These findings enabled entrepreneurs to learn various techniques to boost business performance in the digital age. An increase in opportunities connecting them within the business communities, and share best practices, especially about adopting digital means and utilising them in the fullest by addressing possible challenges have arisen from this work.

Student: Pablo Pereira-Doel (Surrey)

Industry: Hotel and Technology

Pablo's behavioural science intervention explored the effectiveness of persuasive communications in encouraging hotel guests to exhibit more pro-environmental behaviour while showering. Working in partnership with Aguardio ApS, a Danish technological company, and seven tourist accommodations around the world, 237 smart water-saving devices were installed in 237 hotel rooms to nudge a reduction of shower time. Analysis of how different scenarios characterised by specific persuasive messages affect shower behaviour was undertaken, the findings from which are now aiming to inform TUI, Scandic and Hilton Worldwide's future environmental strategies.

Student: Mallika Tamvada (Essex)

Industry: Energy (India)

The fund supported Mallika's visit to Powergrid Corporation of India's offices and rural locations where their corporate social responsibility (CSR) activities had been implemented. There she collected the required information to support the development of a quick and easy reference on CSR and business and human rights (BHR) practices, within the scope and ambit of mandatory CSR legislation in India. A follow-up academic-industry conference on CSR and BHR led to Mallika being invited by the Executive Director of the United



Nations Global Compact Network, India (UNGCN-I), to engage in promoting collaborated CSR activities of Indian companies. Mallika is current working on drafting a mechanism and designing a strategy for promoting collaboration between Indian companies for CSR activities to be shared with the UNGCN-I.

Student: Frank Donkor (Kent)
Industry: Pharma (UK & Ghana)

Frank visited leading pharmaceutical companies and those connected with the supply chain, in both the UK and Ghana. Observation of operational activities and interviews with key stakeholders highlighted the problems faced regarding internal and external supply chain integration activities, and subsequent sustainability in a country context. Through this project, new links were created with UK and Ghanaian-based leading pharmaceutical associations (such as the European Federation of Pharmaceutical Industries and Association), and work to devise practical measures that can be used to solve/mitigate the critical sustainable problems is planned for the future.



Student: Shaaba Lotun (Essex)
Industry: Social Media

Shaaba utilised the fund to formally collaborate with industry contacts resulting in a secured formal collaboration with the Royal Society for Public Health (RSPH), and advisory and impact collaboration with YouTube LLC. Shaaba hosted a 'creator briefing' event and recruited YouTube creators to create experiment stimuli, take part in studies, and promote online surveys to their viewers. A total of 18 creators were involved with a collective reach of over 1

million potential participants. This project has enabled Shaaba to link with RSPH to co-host a future conference, and to secure YouTube's agreement to continue in future discussions on how they can better protect the mental health of their viewers.



Chao Ling project

Student: Chao Ling (Surrey)
Industry: AI and Robotics

The fund supported Chao to initiate partnerships with businesses in the field of artificial intelligence (AI) and chatbots through attending various related events, workshops, and conferences all focussing on AI and chatbots. Chao engaged with various AI/chatbot companies based in the United Kingdom, Finland, Greece, Cyprus, China, Israel, among others, and conducted in-depth interviews with eight chatbot experts. Chao also organised two 'Hack Hospitality' workshops in the UK, which identified the current technology trends, discussed human-chatbot conversations and built future collaboration and partnerships with industry, facilitating knowledge exchange and networking between academics and industry practitioners.

Student: Bashair Ahmed (Sussex)
Industry: Emerging Markets

Bashair utilised the fund to hold a networking event in collaboration with AFFORD and SOAS-University of London. The event was a great success with 150 attendees, representing development and humanitarian sectors, and business representatives from fashion, talent management, matchmaking and advertising sectors, who are interested in diaspora marketing or connecting with them as a springboard into entering emerging markets. A new website and podcast series ('Mind the Gap') were created, bridging a communications void with BAME/diaspora-led businesses and research. New partnerships are emerging from this work including, but not limited to, ADEPT, a platform for African diaspora organisations in Europe.

Student: George Siantonas (Sussex)
Industry: Virtual working

The focus of the project was on global firms that are genuinely trying to encourage knowledge creation across multiple sites where language, time difference, and culture vary considerably. George was able to speak to five participants of his original research to explore whether findings were consistent with current perceptions. He found that participants viewed new practices of virtual working (not working in the same place) as fundamentally different from co-located communities, requiring a greater degree of codification of information, and dealing with the complex problem of time pressure.



Additional Funds

Each of the three IAA Universities also ran their own internal funding scheme for student – business engagement:

UNIVERSITY OF ESSEX

As part of their work package, the University of Essex offered Essex-based social science, PhD students the opportunity to apply for funding to create/increase business engagement. The fund supported three students to the total value of £3,500, to engage with industry partners from the Employee Assistance and Wellbeing industry; International investment companies relating to business and human rights; and student entrepreneurs – linking students to businesses based at Studio X, home to the university's digital creative collaborative studio and student start-up programme, within the university's new £12 million business centre, designed to bolster the region's emerging science, technology and digital creative industries.

UNIVERSITY OF SUSSEX

At the University of Sussex, 10 social science PhD students were granted the internal funding of up to £750 each to develop new relationships, or continue established links, with industry. The fund supported projects including: four “residencies” at Wired Sussex, which entailed working in a shared workspace at the FuseBox, collaborating with businesses, understanding how creative digital SMEs work across Brighton; engaging with energy-related businesses and other organisations on understanding what factors influence a company's choice of voluntary greenhouse gas mitigation activities; attending VidCon London to understand how YouTube influences are impacting children and their critical thinking; working with a large Swiss energy provider on modelling of natural gas prices in Europe; two students jointly explored the direction of commercially projected identity in children's animation and toy production; and working with a Brighton-based social enterprise (Diversity and Ability, DnA) on neurodiverse learners and the role of assistive technologies in escaping homelessness.

UNIVERSITY OF EAST ANGLIA

Following on from the Business Boost workshop on “How to run a consultancy project”, the UEA students were given the opportunity to apply for a consultancy traineeship, to experience working for businesses. Eight students applied and took part in the traineeship, which was funded to the total value of £8,000. Students worked in pairs and were matched up with start-up businesses which were being supported by the UEA Enterprise team. They were mentored during the project by an academic who runs her own consultancy business. The consultancy projects included the production of marketing and sustainability plans for; Coral, a company producing recycled glasses frames; e-surgery, an online pharmacy which is already revenue generating; Amazing Soul Games, a gaming company; and Safepoint, a company providing support for lone workers through an app. Students had to agree the scope of work with the clients and then deliver the consultancy report within a tight two week timeframe.



Business Engagement Mapping

As part of the University of Essex's work package, the expertise of external consultants Cloud Chamber was commissioned to conduct a mapping exercise to identify key types of collaborations between social science post-graduate researchers and commercial businesses.

From this, a checklist was developed to support doctoral students, supervisors and businesses in their efforts to create successful research collaborations. The toolkit is designed to enhance the capability for private sector engagement, increase the understanding among businesses of the benefits of collaboration with Higher Education, and to enable the SeNSS-DTP network to respond to the UK government's Industrial Strategy and related funding opportunities.

Research found that there is a positive appreciation of the value of engaging with private industry, although challenges remain around alignment of research goals, timescales of doctoral research projects and the translation of research into meaningful outputs for industry. The toolkit will help the different stakeholders to think through how best to overcome these challenges, whilst ensuring successful collaborations. There are clear advantages for all stakeholders when they undertake collaboration with doctoral researchers including the expansion of networks, the solving of real world problems, gaining industry experience, impact and enhancing career opportunities.

Speaking to the wider ESRC's strategy to widen participation, external consultants ASPIRE were commissioned to evaluate diversity and widening participation approaches across the SeNSS-DTP consortium, and at individual SeNSS member institutions. The outputs from this study have provided a set of best practice guidance, and has informed the SeNSS-DTP strategy in its drive to become a 'centre of excellence' for widening participation amongst doctoral training partnerships. We are confident that further impact will occur beyond the consortium in the longer-term.



Business Engagement Case Studies

Emerging market investments through diaspora engagement

PhD student: Bashair Ahmed
University: University of Sussex
Company: Companies seeking to invest in emerging markets

CONTEXT

This research explored activism among children of migrants from the Horn of Africa based in London and Washington, D.C. Findings applicable to the private sector include that children of migrants are not content to just send remittances, they are looking to have more impact with their skills, knowledge and finances. Children of migrants are interested in socio-economic development opportunities in countries and regions of origin and can be allies for companies who want to enter new markets.

RESEARCH

Bashair met numerous businesses as part of her research including diaspora-led companies to explore how to market their services to the diaspora. This project, linked to her doctorate, allowed her to understand how research can be valuable to people who, for example, want to work or invest in Ethiopia.

Bashair reports that additional funding she received enabled her to organise events and build networks making it relevant for a wider audience.

IMPACT

Bashair focused on bringing people together to raise awareness of investment opportunities and understand the motivations for the children of migrants looking to invest. Bashair aimed to help people see that they can have a positive social impact through supporting businesses and collaborating with the private sector specifically:

- Identification of future sustainable business
- Opportunities: Clearer ideas for market leaders on how an innovative focused research can open new opportunities for business to operate in markets that can have significant returns in the long-term.

Research collaborators arose from existing networks as well as through attending conferences, organising networking events, recording a podcast and launching a website. This helped Bashair to understand how to make the research relevant for different communities so that she could

engage with them and explore further opportunities. Crucially Bashair believes that the research boosted her skillset across a range of areas and that there are opportunities to further develop or leverage the research in a number of areas:

- Bringing people together through networking
- Exploring research needs for businesses that provide evidence-based information which has been reviewed by an expert
- Providing consultancy and advice

“Working in different sectors can seem scary but it’s not such a big thing, it doesn’t take much. You can think about smaller businesses and incubators rather than big companies like Google. Outreaching through technology hubs to reach certain audiences like disabled people for example. It doesn’t have to be a big step.”

Communicating the need for and impact of charity donations

PhD student: Jo Cutler,
Psychology final year
University: University of Sussex
Company: Better Good

Jo collaborated with Better Good, a US based technology company, to test an app which promotes personalised charitable giving by allowing users to set rules based on personal values and choices. Giving is tied to discretionary spending. Examples include:

- **At the bar:** Getting drinks with friends? Help a community get access to clean drinking water by automatically rounding up your tab.
- **Netflix and Charity:** Waste 30 minutes on Netflix, automatically move a quarter to help educate a child.
- **Game Winner:** When your team wins, pass on the good luck with an automatic donation.

CONTEXT

Jo explored a business collaboration to ensure that work she did in the lab reflected real world challenges. Collaborating on the use of technology was a significant motivator. A synergy between her interests and the business led to a thesis that used Better Good's data-rich environment to understand charitable giving behaviours. For Better Good the collaboration was driven by a desire to optimise their application to maximise charitable giving, as well as an academic interest in the subject area.

RESEARCH

The collaboration's two studies were mutually beneficial both to Jo's PhD and the refinement of the app:

- The first extended and combined two concepts from Jo's existing PhD work in the lab to better understand the motivations for charitable giving and how these differ between people.
- The second was inspired by giving behaviour in the beta version of the app; how the way information is presented differs from traditional fundraising methods and the impact this has on donations.

Jo and Better Good collaborated on these remotely and in person, with Jo visiting the team in California. In addition to these specific studies, more informal collaboration took place through the development of ideas, theoretical concepts, and having problem solving discussions.

IMPACT

Jo's knowledge on the psychology of charitable giving was highly valued. Through regular communication, Jo and Better Good were able to talk through conceptual issues, helping to speed up the development and refinement process for the app. Other more intangible impacts were described as:

“Jo might say something that could be the one thing that might save your company – it's really valuable, but harder to measure.”

(Business)

“ Having Jo involved in the development process has been awesome; she's a great person to bounce ideas off.”

(Business)

Engagement with digitally empowered entrepreneurs

PhD student: Narayan Bhattarai
University: Royal Holloway
University of London
Company: 31 Nepalese small businesses across a range of sectors

CONTEXT

Narayan wanted to undertake research that would benefit businesses by supporting them to grow and develop. The shared common interest between Narayan and the business owners helped to drive a range of collaborations, complementing his doctoral research.

RESEARCH

Narayan's research explores the needs of migrant entrepreneurs from Nepal. He collaborated with small businesses including accountants, lawyers and education providers to understand their experiences of using digital technology.

IMPACT

Narayan's research has had tangible benefits to the Nepalese business community. He has acted as a facilitator; helping the network grow and succeed:

“We [Narayan and I] involved the local communities. We did a half-day programme – we would present some basic stuff, sharing our knowledge. If someone wants to know about something, Narayan will refer us. If someone need an accountant, he will put us in contact, give us a lead. He introduced me to other community leaders and business people”

(Business)

There is an appetite from the business community for Narayan to remain involved. They recognise his facilitation skills and there is opportunity to share learning within the community:

“They [business community] want me to be their mentor long term. They want me to create a network [...] They want to share their experiences and different practices”

(PhD Researcher)

Businesses have already benefited from collaboration and an IT support project between 3 or 4 businesses has developed. It is unlikely this would have taken place without Narayan's input.

“For Narayan it was a very worthwhile exercise. He applied for the additional funding which helped him to develop his skills – managing the money and delivering what he said he was going to do. It helps PhD students grow for the future. This sort of project is important for skills development, it improved his CV”

(PhD Supervisor)

In addition, the engagement has improved the quality of the research:

“If a student can use these applied ideas, what they write in their thesis can be more powerful, more interesting”

(PhD Supervisor)

Business Engagement Training

As part of the University of East Anglia's work package, training workshops and online training events were developed.

The workshops focused on increasing the understanding, confidence and motivation of post-graduate researchers students to engage with business. These included:

COLLABORATING WITH BUSINESS IN YOUR RESEARCH

Talks included: 'How businesses see research and why they want to be involved', 'How do I explain my research to business?', 'Practical steps in collaborating with business' and 'Converting your research into a business project'.

RESEARCH IMPACT THROUGH BUSINESS ENGAGEMENT

Talks included: 'Research with Business Impact', 'The best strategies for linking academia and business', 'Juggling research and enterprise projects', 'Stakeholder Management' and 'Who are your Stakeholders?'.

HOW TO RUN A CONSULTANCY PROJECT

Talks included: "Introduction to Consultancy – Preparation for your project", "Stakeholders and the Role of the Mentor" "Start-up companies in context", Consultancy Themes – Marketing".

The aim of the ESRC IAA Business Boost Online Training Programme was to enable PhD students to develop skills and confidence to use their research expertise in the business world.

The programme offered knowledge and insight into research in the business world in a 'live-taught' online format, delivered via a virtual classroom. The interactive, online sessions covered the fundamentals of business, commercialising research output and making an impact in the business world. These included:

BRANDING BASICS FOR BUSINESS

with Professor Robert Jones, Brand Management, Norwich Business School, UEA & Brand Consultant at Wolff Olins

From Apple to Zara, branding is one of the most powerful forces in today's business world. In this webinar, Robert Jones talked about his own story – from PhD student to brand strategist. Then showed how, and why, branding has become so important. Robert made suggestions on how you can build your own personal brand.

HOW TO WORK ON A CONSULTANCY BASIS

with Julian Campbell, MBA Director, Norwich Business School, UEA

This session focussed on how to offer your expertise and knowledge to another organisation through acting as a consultant. Topics covered included: the consultant's personal value proposition, the consultancy process, the toolkit, client management and offering a professional service. The session also covered developing client proposals, drawing up services contracts, liability and charging fees.

FINANCE BASICS FOR BUSINESS

with Andrea Finegan, Business Boost UEA Academic Lead, Norwich Business School

Have you wondered where financing for businesses comes from and which type of finance is most appropriate at the different stages, from start up to PLC? This session introduced the types of finance, including equity and debt, who provides the financing, and how the choice of financing will impact a business.

EVERYTHING YOU WANTED TO KNOW ABOUT MACROECONOMICS BUT WERE AFRAID TO ASK

with **Professor Naresh Pandit, Professor of International Business, Norwich Business School, UEA**

This highly interactive session covered the main macroeconomic problems that an economy faces and discussed the main macroeconomic policy options that are used by government to address these macroeconomics problems. The macroeconomic environment is complex with many interrelated variables. Influencing one can have an impact on another and so governments have to form clear priorities. Participants were asked to browse current macroeconomic news stories before the session.

COMPETITIVE ADVANTAGE

with **Dr Kevan Williams, Senior Lecturer in Strategy, Norwich Business School, UEA**

This session explored how strategy and marketing are connected and together determine the fate of a business. Strategy is about creating a purpose for the business and managing its future development; but most importantly, strategy about winning and sustaining competitive advantage. Marketing is communicating the purpose of the business to our chosen customers – and we chose our customers, not the other way around!

INTELLECTUAL PROPERTY BASICS

with **Dr Nick Scharf, Lecturer & Course Director for Information Technology & Intellectual Property, Law School, UEA**

Intellectual Property (IP) deals with the protection and encouragement of innovation in technology, business, the arts, and the creative industries. Intellectual Property Rights (IPRs) are also ubiquitous and can be incredibly important commercially; especially in light of evolving technologies, markets and the knowledge economy. Although it is a diverse area of law, this session introduced IP and covered the basic principles over its three main areas of copyright, patents and trademarks.

CORPORATE SUSTAINABILITY

with **Andrea Finegan, Business Boost UEA Academic Lead, Norwich Business School**

This session covered what corporate sustainability means in different contexts, looking at triple bottom line, corporate responsibility and ethics. How companies can engage with and ensure corporate sustainability adds value to their business, the environment and the community.





We gratefully acknowledge the support of the ESRC.

