

Research Assessment Exercise 2020
Impact Overview Statement

University: City University of Hong Kong |

Unit of Assessment (UoA): 22-Business |

Total number of eligible staff of the university in the UoA: 68 |

(1) Context

The four submitted cases are as following. The first two are from Information Systems (IS), the third one from Management (MGT) and the last one from Management Science (MS).

1. *Title of case study:* Artificial intelligence enabled smart healthcare (IS)
2. *Title of case study:* Supporting research and innovation through research analysis (IS)
3. *Title of case study:* Action research to improve knowledge management and organizational performance (MGT)
4. *Title of case study:* The CityU-Hong Kong Consumer Confidence Index (HKCCI) (MS)

In general, research in business can influence non-academic related business practitioners, policy makers, the public and the society at large. Beneficiaries of the listed four cases have covered the global health care industry including health care professionals, the elderly, the infertile and hospitals or related organizations; policy makers in government funding administration, universities and research institutions and industries in mainland China; corporations worldwide; business investors, economists and those who formulate economic policies.

The three departments submitting the cases value the application of their faculty's research to address problems encountered by policy makers, business practitioners and the public. Research staff are encouraged to engage with multiple audiences to be influential in public policies and a range of business practices, not only regionally in Hong Kong but also worldwide. Below are the examples from the 4 submitted case studies.

1. The involvement in policy making assistance (e.g., Case 2 policy making in government funding administration in mainland China, and Case 4 making economic policies of the Hong Kong government)
2. The adoption of research outcomes by organizations (e.g., Case 4 Refinitiv, MacroBond, and Haver Analytics).
3. Provision of consulting for corporates operations (e.g., Case 3 a variety of corporates that need knowledge management improvement interventions) |

(2) Approach to impact

The three departments' approach to high research impact is to engage with industry and to generate high-quality research that can positively influence individuals and the society at large. Support is provided to the faculty for the research design, implementation and dissemination from the three departments to develop research that addresses key concerns from organizations, policy makers and the public. Specifically, staff are encouraged to conduct research on any topic that is orientated to address real practical needs. In this process, communication with different stakeholders, including citizens, colleagues, employees and managers from enterprises and decision makers from the public sector is extensively conducted. The practice-orientated focus ensures that the research outputs are readily applicable to many beneficiaries. Meanwhile, the three departments pursue research

of high-quality to ensure that the research outputs will provide scientific guidance on resolving the needs from practice.

Dissemination of high-quality research via direct engagement with practice and policy is highly encouraged by all three departments. For this purpose, seminars, workshops and consulting activities, funded by both private and public sectors, have been arranged. Conducting a range of activities with practitioners and public decision makers not only facilitates knowledge exchange, but also provides research ideas and questions for further research, and in some cases financial support.

Regarding each department, research faculty from IS have played an important role in designing the public IT infrastructure in Hong Kong and the mainland, the leverage of advanced technologies e.g., AI to facilitate public health, IT policy making in several regions, and IT adoption in different organizations. Departments of MGT and MS have a strong tradition of applied research that has had practical impact for both business corporates and the public. |

(3) Strategy and plans

Research impact is highly valued in the three departments, encouraging research staff to not only produce high-quality research, but also affect business practitioners and policy makers via the dissemination of their research outputs. Several research centers have been established and continued to play an important role in the pursuit of research impact. Centre for Applied Knowledge and Innovation Management Research is the research center established by CB to address interdisciplinary problems that businesses and organizations are facing nowadays by drawing researchers from across the disciplines of information systems, management, management sciences, marketing and economics. Different departments also have their own centers, for example, MS has three centers of Customer Satisfaction Index, Centa-City Index and Statistical Consulting Unit. Budgets are arranged for the centers to support the pursuit of research impact. Some centers and departments have arranged regular seminars and academic workshops as the platform for researchers to share and disseminate high-quality research. Strategy and plans have also been made in MGT and MS to apply resources to strengthen research dissemination.

The goals of the existing programs will be attained in the future. And we plan to adopt more integrated and expanded activities to guarantee further research impact. The activities that have been discussed and planned including co-funding arrangements which involve various stakeholders from administration and practitioner organizations, developing strong links among different departments, and the establishment of a cohort of high impact entrepreneurs from our students and alumni to further influence policy on support for entrepreneurial ventures.

With the many different plans for high research impact, the key rules that each department has for research impact strategy include:

1. The encouragement and support for high-quality publication;
2. The support for research on different topics and in various styles;
3. Extending the range and diversity of engagement from different stakeholders including business practitioners and policy makers;
4. The encouragement of impact-focused funded research. |

(4) Relationship to case studies

In general, the case studies that are submitted from the departments of IS, MGT and MS are closely related to the three departments' approaches to achieving high research impact.

The submitted cases all address key concerns from practice, including public health, research and innovation, and knowledge management practices, potentially enabling them to generate pivotal influences on various stakeholders, including business practitioners, public policy makers and the general public. In addition, the research staff communicate extensively with different stakeholders in the process of doing research in order to resolve research questions and disseminate their research outputs.

Specifically, Case 1 addresses a critical and practical concern in the healthcare industry and researchers communicated with doctors, patients and hospital managers; Case 2 aims to support the generation of high-quality research, and researchers interacted with other researchers and also the administrative sector in discharging of research in Hong Kong and mainland China; in Case 3, researchers attempt to resolve the practical question of improving organizational performance and they communicated with employees and managers from a variety of organizations; in Case 4, researchers addressed the issue of consumer index that reflects and infers consumers' consumption in Hong Kong, and communicated with consumers, business investors, and policy makers. On the one hand, extensive communication can help us understand stakeholders' questions and requirements and thus make the research more relevant to practice. On the other hand, through communication we can spread ideas that are worthy of consideration and have the potential to influence thinking and behavior. |