

Research Assessment Exercise 2020 Impact Overview Statement

University: Hong Kong Baptist University

Unit of Assessment (UOA): 22 – Business

Total number of eligible staff of the university in the UoA: 31

(1) Context

We are committed to undertaking research that creates wider economic, business, and societal impacts through connecting with non-academic beneficiaries, including user groups in the business community (small and large private firms, and individual practitioners), in the policy community (policy-makers and government officials), as well as NGOs, public sector organizations and the general public. Our impacts include (a) improving the effectiveness of workplace practices and corporate performance (e.g., Chiu's work on employee pay and reward management); (b) informing and enhancing business practice (e.g., Dowejko's global entrepreneurship monitor); (c) influencing and shaping public policy design to stimulate economic activities (e.g., Siu's work on entrepreneurs development and training); (d) addressing societal issues and initiating policy changes through projects in collaboration with NGOs (e.g., Hong Kong Council of Social Services) and government agencies (e.g., Education Bureau).

(2) Approach to impact

We support staff in securing impact from their research through the following means:

1. ***Continuous dialogue with business leaders and policy makers.*** We engage with the wider business community by hosting public events, press conferences, and forums for the dissemination of our research findings. The UoA held more than 100 seminars over this RAE period, providing a medium for scholars and practitioners to engage on topics such as effectively managing the workforce, entrepreneurship development and monitoring, and services marketing. Public forums were organised, for example on eliminating employment discrimination, abolishing the MPF Offsetting Mechanisms, and managing the multi-generation workforce. Guests included business executives and senior government officials such as the Chief Secretary for Administration, HKSAR Government and the Chairman of the Equal Opportunities Commission. We also collaborate with professional bodies and government agencies such as the Hong Kong Association for Service Excellence and the Education Bureau through co-organizing workshops and events.
2. ***Engaging on public policy.*** We engage in public policy debates and shape the course of policy making. Policy engagement has occurred through formal advisory channels (e.g., Chiu is an advisory board member of HK Employment Development Service Executive Committee and Cross-Industry Training Advisory Committee; Siu is a steering committee member of BRICKS, British Council). Members of the Centre of CHRSD have also engaged with organizations such as the Equal Opportunities Commission and the Legislative Council, through policy-focused meetings and participation in public policy consultations.
3. ***Cross-disciplinary research centres.*** The School has three research centres, the Centre for Corporate Governance and Financial Policy (CCGFP), the Centre for Human Resources Strategy and Development (CHRSD), and the Centre Business Analytics and the Digital Economy (CBADE). These have focused on interdisciplinary, applied, and policy research

and also on facilitating engagement and impact. For example, the CHRSD provides services to the business sector and the general public through consultancy and training, professional development seminars, conference and policy research activities.

4. *Institutional support and infrastructure.* The School has developed an infrastructure in support of research impact: (1) Two Impact Officers were appointed in 2018 to assist with engagement and impact activities, and provide support to impact case writers, especially in the tracking and storage of impact evidence; (2) A Working Group comprising the academic leader of each UoA was established to oversee and coordinate impact development. The group meets quarterly with the School Dean, to share and exchange insights on ways to achieve impact; (3) Academic leaders attend a monthly seminar organized by the Graduate School to keep abreast of the development and progress of impact cases from other departments; (4) The School's External Relations Section helps communicate research findings to the business sector and wider community through newsletters and research insights briefs and seminars; and (5) we provide financial support (HKD50,000) and teaching relief (one course reduction) to impact case writers and also seed grants for research projects with strong potential for impact.

(3) Strategy and plans

Looking beyond RAE2010, we plan to continue the above practices. In addition, we will further equip faculty members to deliver impact. First, we will provide channels for experience sharing on impact, with seminars and workshops on impact experiences, applying for impact funds, and using social media and other digital platforms to engage the community. Second, we will develop longer-term strategies on impact. For example, we will strongly encourage researchers to identify impact potential at the research proposal stage of projects. The School will extend our research insights events beyond Hong Kong, initially to the wider Greater Bay Area and then beyond. We also aim to strengthen the significance of our research impact by targeting young people as they are our key future stakeholders. For instance, we are collaborating with secondary schools and the Hong Kong Jockey Club to engage students in activities relating to our research on socially responsible marketing and the service appreciation culture. Third, we will establish a research impact unit at the school level so as to institutionalize the support for the development of research impact on an ongoing basis. Fourth, we will encourage faculty members to publish in high-quality practitioner journals (e.g., HBR, California Management Review) that can link research to the business community.

(4) Relationship to case studies

The impact case studies selected for our RAE submission relate to the approach to impact outlined above. Case study #1 (Pay research influencing reward management decisions and related public policies in Hong Kong) arises directly out of the work of the research centre, CHRSD, along with Chiu's engagement with business leaders and policy makers. Case study #2 (Stimulating and enhancing the development of entrepreneurial ecosystem in the Greater Bay Area) strengthens the collaboration between corporate and academic actors in the ecosystem and stimulates private stakeholders' practice and public policy development. Dowejko achieved this through our supportive research infrastructure and continuous dialogue with the business community through workshops and seminars. Case study #3 (Stimulating entrepreneurship amongst small business and under-served communities) similarly arises from Siu's long-term engagement with the community and policy makers.