



 UNIVERSITY OF
CAMBRIDGE



Centre for Business Research

CBR ANNUAL REPORT

1 AUGUST 2010 – 31 JULY 2011

CBR, Top Floor, Judge Business School Building, Trumpington Street, Cambridge CB2 1AG

Foreword

The past year has seen substantial progress in both of our core programmes of research and the consolidation of our joint venture with Imperial college in the UK Innovation Research Centre (UK~IRC). In keeping with our commitment to interdisciplinary research our projects have been funded by the Engineering and Physical Sciences Research (EPSRC), the Economic and Social Research Council (ESRC) and the Arts and Humanities Research Council (AHRC). We maintained our commitment to a diversified dissemination programme, combining academic journal articles and conference presentations with the publication of specialist policy reports and hosting events involving policy and practitioner communities

In the Enterprise and Innovation programme, Andy Cosh and Joanne Zhang completed the first large scale survey of 'open innovation' in over 1200 UK firms. Their report 'Open innovation choices: what is British enterprise doing?' was published and the key findings presented at a launch event at NESTA in June 2011 followed by presentations at OECD in Paris. Work continued to flourish on University Industry Links and Innovation Policy. A special issue of the *Cambridge Journal of Economics* on 'The Strategic Role of Universities in the Knowledge Economy' with an international field of authors was prepared and will be published in 2012. The AHRC funded a new project on the role of the arts and humanities in knowledge exchange. The resulting report by Michael Kitson, Alan Hughes and Jocelyn Probert with Anna Bullock and Isobel Milner was published and launched at an event in London in July 2011 and the findings presented at a series of events in UK and at the OECD in Paris. Emerging findings from the work on Professional Services Innovation, involving Andrea Mina and Elif Bascavusoglu-Moreau and UK~IRC colleagues at Imperial, was presented at the 2010 and 2011 Academy of Management Annual Meetings in Montreal, and San Antonio, Texas respectively. Impact on innovation policy continued. The work of David Connell, Andrea Mina and Alan Hughes on technology intermediaries fed directly into the development of the newly launched multi-million pound UK Technology Innovation Centres Programme. Wide press coverage and invitations to speak at HM Treasury and the Bank of England resulted from reports by Bill Martin which challenged the supply side pessimism gripping the current policy stance in the UK.

This was also a successful year for the Corporate Governance programme. An EU-funded research project on labour market capabilities and an ESRC project on corporate governance and gender equity were completed, and work continued on pension fund governance and socially responsible investment, ethics and globalization, and corporate governance and innovation. Academic outputs continued to appear in highly ranked academic journals. John Buchanan, Dominic Chai and Simon Deakin completed a research monograph on hedge fund activism which will be published by Cambridge University Press in the spring of 2012. Presentations were made at a number of major international conferences including the 16th annual congress of the International Economic Association in Beijing in July 2011, at which Simon Deakin organized an invited session. Dissemination highlights included widespread press reporting of podcasts on the relationship between employment laws and innovation and on the corporate governance implications of the News International phone hacking scandal. Policy impacts included the development of a methodology for assessing the role of labour standards in poverty alleviation in low and middle-income countries, carried out for the International Labour Organization, and a submission to the Department of Business, Innovation, Universities and Skills' consultation exercise on promoting a long-term focus for corporate Britain.

My thanks go to all those who have contributed to our research and dissemination activity and to the administrative support team whose work has underpinned it.

Alan Hughes, Director, CBR

October 2011

Table of Contents

| | |
|--|----------|
| Foreword..... | iii |
| 1. GENERAL OVERVIEW, RESEARCH AND DISSEMINATION HIGHLIGHTS | 1 |
| Introduction..... | 1 |
| Organisation | 1 |
| History of the Centre | 1 |
| Management structure | 2 |
| Research achievements and results in the reporting period | 2 |
| Dissemination of research findings | 3 |
| Enterprise and Innovation Programme..... | 3 |
| <i>Knowledge Exchange</i> | 3 |
| <i>Innovation Policy</i> | 3 |
| <i>Rebalancing the Economy</i> | 4 |
| Corporate Governance Programme | 4 |
| <i>Employment laws and innovation</i> | 4 |
| <i>Corporate governance and phone hacking</i> | 5 |
| The quality of CBR research outputs | 5 |
| The economic and social impact of CBR research..... | 6 |
| <i>Developing Policy to Promote the Commercialisation of Research</i> | 6 |
| <i>Developing a methodology for assessing the implementation of labour standards in developing countries</i> | 7 |
| <i>A long term focus for corporate Britain</i> | 8 |
| Contribution to training and development of research capacity..... | 8 |
| <i>Research methods workshops</i> | 8 |
| <i>Ph.D. projects</i> | 8 |
| <i>Destinations of post-doctoral researchers</i> | 8 |
| 2. PROJECT REPORTS | 9 |
| ENTERPRISE AND INNOVATION PROGRAMME: DIRECTOR ANDY COSH | 9 |
| University-Industry Knowledge Exchange: demand pull, supply push and the public space role of higher education institutions..... | 9 |
| Knowledge Exchange between Arts and Humanities and the Private, Public and Third Sectors: A comparative perspective | 10 |
| Cambridge Integrated Knowledge Centre (CIKC) in Optoelectronics and Photonics..... | 11 |

| | |
|---|-----------|
| Dynamics of Institutions and Markets in Europe | 12 |
| Strategic Advisory Board on Intellectual Property (SABIP) Review | 13 |
| The Role of ‘Soft’ Companies and R&D Contracts in the Development of SMEs | 13 |
| Financing Innovation (FINNOV) | 14 |
| Innovation and Performance in Business Services (UK~IRC funded project)..... | 15 |
| Evidence base for innovation policy (UK~IRC funded project)..... | 16 |
| Innovation and Performance in Business Services (UK~IRC funded project)..... | 17 |
| Development of a stock-flow consistent UK macroeconomic model for policy analysis..... | 18 |
| SURVEY AND DATABASE UNIT | 20 |
| Knowledge Exchange between Arts and Humanities and the Private, Public and Third Sectors: A Comparative Perspective..... | 20 |
| New Modes of Innovation: Managerial and Strategic Business Practices and Open Innovation (UK~IRC funded project)..... | 21 |
| Survey of Small and Medium Sized Firms..... | 22 |
| POLICY EVALUATION UNIT | 23 |
| Building Economic Competitiveness - Lessons from Small Peripheral European States | 23 |
| Evaluation of Third Stream Funding (HEFCE) | 24 |
| CORPORATE GOVERNANCE PROGRAMME: DIRECTOR SIMON DEAKIN | 25 |
| ‘Capright’: Resources, Rights and Capabilities in Europe | 25 |
| Pension Fund Governance and Socially Responsible Investment | 27 |
| Corporate Governance and Innovation | 29 |
| Addressing Gender Inequality through Corporate Governance | 31 |
| Ethics, Regulation & Globalisation | 33 |
| 3. OUTPUTS | 35 |
| 4. STAFF | 49 |
| 5. VISITING FELLOWS..... | 50 |
| 6. RESEARCH ASSOCIATES | 50 |
| 7. ADVISORY BOARD | 51 |
| 8. COMMITTEE OF MANAGEMENT | 53 |
| 9. PERFORMANCE INDICATORS | 55 |

1. General Overview, Research and Dissemination Highlights

Introduction

The CBR conducts interdisciplinary research on enterprise, innovation and governance in contemporary market economies. Established in 1994, it is now one of the leading centres for social science research on economics, law and business in the UK, and has a growing European and global reputation. The Centre's current areas of specialisation include the construction and analysis of large and complex datasets on SMEs and innovation, longitudinal analysis of regulatory change affecting business firms, and fieldwork-based studies of corporate governance and organisational practice. The Centre has made a significant contribution to the development of research methods and theory in the analysis of law and finance. The Centre's research is disseminated to and used by managers, policy-makers and regulators in numerous countries.

This report covers the activities of the CBR from the beginning of August 2010 to the end of July 2011.

Organisation

The CBR has a Director, Alan Hughes, and two Assistant Directors, Andy Cosh and Simon Deakin. In the course of 2010-11 it employed 12 research staff (8.8 FTEs) and 6 administrative and secretarial staff (3.6 FTEs). A network of over 30 additional researchers are linked to the CBR's work as Research Associates, taking part in projects in various capacities, including in some cases as principal investigators.

The CBR is located on the sixth floor of the Judge Business School building in central Cambridge. In addition to drawing on researchers from the Judge Business School, it has strong ties to other departments of the University of Cambridge, including the Faculty of Economics, the Department of Engineering, the Department of Geography, the Faculty of Human, Social and Political Sciences, the Department of Land Economy, and the Faculty of Law.

History of the Centre

The contract between the ESRC and the University of Cambridge under which the CBR was established in 1994 specified a number of aims and objectives to be met by the Scientific Programme of the CBR.

Major advances were expected in these areas:

- the analysis of the interrelationships between management strategy, takeovers and business performance in an international competitive context;
- the analysis of the relationship between corporate governance structures, incentives systems, business performance and the regulatory and legal environment;
- the analysis of policy, entrepreneurial styles, innovation, finance, training and international activity and networking and cooperative activity in relation to the survival, growth and development of small and medium-sized firms.

It was expected that in making these advances, the CBR would make a significant contribution to the construction and analysis of large and complex datasets including survey and panel data.

In order to achieve the objectives set out above, the CBR was to carry out the following actions:

- conduct an interdisciplinary research programme in Business Research;

- construct and maintain survey and related databases necessary for the conduct of Business Research;
- mount a series of workshops and seminars in Business Research;
- produce and distribute a Working Paper Series to disseminate the results of the Centre's research programme;
- maintain contact with researchers in the UK and abroad in cognate areas of research, and with potential users of the output of the Centre's research, in designing and executing the Centre's programme of research.

It was also expected that, in making these advances, the CBR would make significant contributions to the following areas: a) economics, b) human geography, c) management and business studies, and d) socio-legal studies.

In its final report as an ESRC-designated research centre (*Report on Activities 2002-4*), the CBR set out how it had achieved these objectives in the three years prior to the ending of core funding in December 2004. These objectives remained broadly relevant going forward. However, following the ending of core funding, the Centre's management structure was reorganized to reflect a new focus on the twin themes of *Enterprise and Innovation* and *Corporate Governance*. These now correspond to the Centre's two research programmes.

In 2009 the CBR and the Entrepreneurship and Innovation group at Imperial College London successfully bid for funds to establish a new UK Innovation Research Centre (UK~IRC) funded by the Economic and Social Research Council (ESRC), National Endowment for Science, Technology and the Arts (NESTA), the Department for Business Innovation and Skills (BIS) and the Technology Strategy Board (TSB) of which Hughes is the Director. The research activities of the UK~IRC are presented within the Enterprise and Innovation programme section of the CBR Annual Report.

Management structure

The CBR currently has two programmes of interdisciplinary research. The first, led by Andy Cosh, focuses on *Enterprise and Innovation*, the second, led by Simon Deakin, focuses on *Corporate Governance*. These programmes are supported by the Survey and Database Unit (led by Cosh) which provides expertise for survey based work and is responsible for the highly regarded biennial surveys of the UK small business sector, and the Policy Evaluation Unit (led by Cosh and Hughes) which specialises in evidence based policy evaluation linked to the core research programmes.

The Survey and Database Unit provides the CBR with a unique in-house integrated approach to the design and interpretation of complex large scale surveys in both the Corporate Governance and Enterprise & Innovation programmes. It has been associated with many of the CBR's most distinctive contributions in terms of SME growth; innovation and financing; the international comparisons of innovation activity; and most recently the largest survey in the world to date covering the knowledge exchange activities of over 22,000 UK academics in all disciplines and UK Higher Education Institutions.

Research achievements and results in the reporting period

In the course of the period 2010-11:

- CBR research was disseminated in 15 refereed journal articles, 17 chapters in books, and 45 other significant publications including the CBR's own edited working paper series.

- CBR work appeared or was accepted for publication in core journals in economics, innovation studies, law, and political science.
- CBR researchers made 48 conference and workshop presentations worldwide.
- Research Fellows leaving the CBR went on to a number of significant positions in other universities and in professional practice.
- UK~IRC events included 49 presenters (in addition to the CBR and Imperial staff) from 36 institutions, Government departments and companies, including BP Group, IBM, National Physical Laboratory, University of California, the Wellcome Trust, Industry Canada and Norwegian Institute for studies in Innovation, and the Department for Business Innovation and Skills as well as twenty universities in the UK, France, Italy, The Netherlands and the USA. Speakers from each of the innovation programme sponsors ESRC, NESTA, BIS and TSB also presented at UK~IRC events.

Full details of research findings, with summaries of progress made on research and outputs, are contained in the individual project reports, in section 2, below.

Dissemination of research findings

In addition to publishing in academically-recognised outlets, the Centre seeks to disseminate its findings more generally with a view to maximising their potential economic and social impact. Recent cases of dissemination beyond the academic community include the following:

Enterprise and Innovation Programme

Knowledge Exchange

Consultation with the new Coalition government meetings were held: to promote the research programme of the UK~IRC. These included meetings with David Willetts, Minister for Universities and Science, Vince Cable, Secretary of State for Business, Innovation and Skills, and, Martin Donnelly, the Permanent Secretary of BIS as well as the BIS Innovation Strategy Group.

UK~IRC hosted a one-day seminar on the evidence base for UK innovation policy attended by senior officials from BIS, HM Treasury and leading academics from across the UK.

CBR organised a Chatham House Rule workshop for David Willetts on “The role of clusters in innovation and growth and options for policy development” in Cambridge on 10 September 2010.

On 7th July 2011, the UK-Innovation Research Centre (UK~IRC) and the Council for Industry and Higher Education (CIHE) launched the *Enhancing Value* Task Force to answer the question: how does the UK maximise the value of publicly-funded research?

Innovation Policy

CBR and UK~IRC work on university-industry collaboration was used as evidence by the Coalition Government in its Spending Review. Specifically, it demonstrated that UK research provides critical resources for the economy. UK~IRC research evidence was disseminated in *The Republic of Engagement* published by the Advanced Institute of Management (AIM), AIM is a UK leader in the field of management research, bringing academics together with business, public sector and policy thinkers in order to develop and deliver research of a world class standard which has an immediate and significant impact on management practice. CBR research also featured in the report *Research for our Future*, published by Research Councils UK (RCUK), was cited by the Royal Society in their report *The Scientific Century* and also by the Prime Minister’s Council for Science and Technology (CST) which is the senior advisory body in this area in the UK in their report *A Vision for UK research*.

A conference was hosted on University-Industry Links which will lead to a special issue of the *Cambridge Journal of Economics*.

Youtube:

Hughes, A. (2011), *Why the arts and humanities matter*, CRASSH SPECIAL EVENT: The Arts and Humanities: Endangered Species? Placing value beyond the fiscal, CRASSH, 17 Mill Lane, Cambridge, 25 February. (http://www.youtube.com/watch?v=Pk_bVVaazxY).

Hughes, A. (2011), talks about the phenomenon of investment in higher education being seen as a route to economic recovery. Interview recorded in Edinburgh in November 2010 at the Impact of Higher Education Institutions on Regional Economies research initiative conference. (<http://www.youtube.com/watch?v=0QrR9uz9es>)

Podcast:

Hughes, A. (2010), UK~IRC Innovation Summit, Judge Business School, 7 December discussing trends in public sector R&D and its impact.

Rebalancing the Economy

The launch and support of a major report that quantified the forces that drove the UK economy into recession and identified the macroeconomic policies that would support a balanced recovery. The research carried out by CBR researcher Bill Martin was first issued in April 2010, entitled *Rebalancing in the dark*, following a presentation given to HM Treasury economists on 27 July 2010. In July Bill Martin's report of entitled *Is the British Economy supply constrained? A critique of productivity pessimism* follows on from his April 2010 study taking a detailed look at the reasons why Britain's labour productivity has fallen short. He finds policy makers' structural explanations unconvincing. Bill Martin argues that productivity weakness licensed by workers' willingness to work for low real wages is symptomatic of an economy suffering deficient demand and excess indebtedness, and is not the result of a sudden loss of entrepreneurial flair. Both reports were widely featured in the media including coverage in The Sunday Times, The Observer, The Financial Times, The Guardian and The Independent.

The second UK~IRC Innovation Summit was held in the Cambridge Judge Business School in December 2010 on the topic of 'Re-thinking the Impact: Private and Public R&D in an age of austerity'.

Corporate Governance Programme

Employment laws and innovation

A Judge Business School podcast made by Simon Deakin in March 2011 discussed proposed changes to the law governing employment protection rights in the UK, including a lengthening of the minimum period of service required to claim unfair dismissal, and changes to the rules governing access to employment tribunals:

http://www.jbs.cam.ac.uk/interactive/expert_comment/2011/deakin_buck.html.

The podcast referred to CBR research showing that employment protection is positively correlated to patent activity and other indicators of innovation. The podcast was reported in *Le Monde*, giving rise to a lively on line debate with over 40 contributions:

<http://lemonde-emploi.blog.lemonde.fr/2011/03/21/quand-trop-de-flexibilite-du-travail-tue-leconomie>.

Corporate governance and phone hacking

A JBS podcast made by Simon Deakin in August 2011 discussed the implications of the phone hacking scandal for corporate governance at News International and the News Corporation group:

http://www.jbs.cam.ac.uk/interactive/expert_comment/2011/deakin_fired.html.

The podcast discussed the duty of a board of directors to strike a balance between innovation and risk control, and the reputational risks affecting listed companies with media interests. The podcast was cited in a number of financial and political commentaries on the phone hacking affair.

The quality of CBR research outputs

The CBR aims to publish articles on a regular basis in leading or core journals in each of the disciplinary areas in which it carries out research (economics, innovation studies, geography, law, management, accounting, political science and sociology). Because of the uneven flow of research findings, it will not necessarily be possible to produce a large number of outputs in core journals in every year. Our aim is to achieve a substantial number of high-quality outputs over the normal life of a project.

The Centre recognises that not all research outputs will be ideally suited to publication in article form. Thus outputs in the forms of books, book chapters, and governmental reports are also encouraged. The CBR also produces a Special Publications series focusing on evidence based policy reports and the outputs of public, commissioned evaluation reports. We aim to produce a balanced flow of research outputs of various kinds over the project life cycle.

The CBR does not make a REF submission in its own right. CBR outputs are credited to the university departments of the PIs and researchers concerned. In this way the Centre makes a direct contribution to the RAE/REF entries of departments within Cambridge and at other universities (as CBR-based researchers often go on to find employment elsewhere).

Since the start of the current REF cycle in 2008, CBR research has appeared, or is forthcoming, in the following journals:

| Discipline | Journal |
|----------------------------------|--|
| Economics and Innovation Studies | Economic Journal; Economics Letters; Journal of Institutional and Theoretical Economics; Research Policy; The Journal of Technology Transfer; Small Business Economics, Accounting, Organizations and Society; Industrial and Corporate Change |
| Law and Industrial Relations | Journal of Empirical Legal Studies; Review of Law and Economics; Law and Society Review; American Journal of Comparative Law; Modern Law Review; Journal of Law and Society; British Journal of Industrial Relations; Socio-Economic Review |
| Political Science | Comparative Political Studies; Political Quarterly; |

| | |
|-----------|-------------------------------|
| | New Political Economy |
| Geography | Journal of Economic Geography |

The CBR also seeks to make a significant contribution to raising the national and international profile of social science research. International and national recognition for the quality of CBR work has come in various forms. Recent highlights include:

- founding of UK~IRC after a national competition as a new centre of excellence in evidence based policy and identification by ESRC in 2010 of UK~IRC as its core strategic investment in this area.
- reappointment of Alan Hughes to membership of the Prime Minister's Council for Science and Technology, the UK's senior advisory body in this area.
- the award to the CBR team on the 'Law, Finance and Development' project in of the European Corporate Governance Institute and Allen & Overy Prizes for research in law-related aspects of corporate governance (see http://www.ecgi.org/wp/wp_prizes.php in 2009 and 2010 respectively.
- invitation to Alan Hughes to give keynote plenary lectures at the DRUID International Conference in Copenhagen and the Annual International Conference on Entrepreneurship and Innovation at Tsinghua University, Beijing, in 2010.
- invitation to Simon Deakin to organize a special session on corporate governance at the 16th Congress of the International Economic Association in Beijing in July 2011.
- invitation to Simon Deakin to give the Osler lecture on business law at Queen's University, Ontario, in September 2011.

The economic and social impact of CBR research

In 2007 the conclusions of a review by the ESRC of the CBR's impact on policy users were published.¹ This evaluation identified 'significant policy and practice impacts generated by the ESRC Centre for Business Research (CBR). These included, among others, contributions to the Law Reform Commission's deliberations on and codification of Director's Duties (for more effective corporate governance) and evidence of the positive effects of Government's new insolvency (personal bankruptcy) laws.....the most outstanding impact was found in two areas of CBR's research. This was the Centre's sterling work in labour and employment relations and the collection of data on Small and Medium sized enterprises (SMEs).'

Recent cases of policy and practice impact include the following:

Developing Policy to Promote the Commercialisation of Research

Hughes, Connell and Mina as part of their research at the EPSRC Cambridge Integrated Knowledge Centre in Photonics and Electronics have been analysing the generic problem of how to fund early

¹ Jordi Molas-Gallart and Puay Tang, *Policy and Practice Impacts of ESRC Funded Research: Case Study of the ESRC Centre for Business Research* Report prepared for the Communications and Information Directorate Economic and Social Research Council (March 2007).

stage commercialisation processes in general purpose technologies (GPT's). Private sector venture capital and corporate labs will typically not fund early stage GPT development because of uncertain final market applications and long lead times. Funding from key lead customers along alternative development trajectories must be combined with sustained public sector research funding to exploit the diverse end user applications which may arise. Institutional design to achieve this is a central innovation policy concern.

Their fieldwork in 2009-10 in 7 countries has revealed that successful intermediate technology and innovation centres could be designed to address this problem. The design included medium to long term public sector funding for platform technology development, combined with multilateral and bilateral private sector co-funding linked to contract research. Institutional design was matched to specific national innovation systems in terms of large and small firm presence and university funding patterns. The UK lacks comparable institutions. Their CBR Working Paper - Mina, A., Connell, D. and Hughes, A. (2009), 'Models of Technology Development in Intermediate Research Organisations', *Centre for Business Research Working Paper 396*, December 2009. (www.cbr.cam.ac.uk/pdf/WP396.pdf) – based on the research set out a possible configuration for the UK based on these insights.

In 2010 members of the team were directly involved in the provision of written and verbal evidence to the Hauser Review of Technology and innovation Centres. The team took part in discussions with and submitted written advice to Ministers before and after the 2011 election and submitted written evidence to the House of Commons Select Committee on Science and Technology. The results of the CIKC-CBR policy work were presented by Hughes, Mina and Connell at the Hauser Review Workshop organised at NESTA by BIS, 26 January 2010. The CIKC-CBR working paper was cited several times in the Hauser Report on *The Current and Future Role of Technology and Innovation Centres in the UK*, presented to Lord Mandelson on 25 April 2010. Hughes attended policy seminars and briefing meetings in 2010 and 2011 with the Prime Minister, the Secretary of State for Business Innovation and Skills, and the Minister for Science and the Universities, the Director General for Innovation and a number of senior officials in BIS, the Technology Strategy Board, and with the OECD Innovation Policy Review Secretariat. This included meetings on Business Support Strategy, 5 July 2010 at the Department for Business, Innovation and Skills (BIS), 1 Victoria Street, London and the Round Table meeting to discuss innovation issues with the Rt. Hon David Willets MP, Secretary of State for Universities and Science at BIS, 3 Aug 2010. The recommendations in the published paper relating to the identification of sectors for TIC investment, the scale and duration of public sector funding and the attraction of private sector co-investment were reflected in the policy instrument announced in January 2011. (Technology Strategy Board (2011), [Technology and Innovation Centres: A prospectus maximising the commercial impact of UK R&D](#), Technology Strategy Board, January). The prospectus sets out the intention to establish a network of six to eight world leading technology and innovation centres. TSB will as part of the UK innovation policy in this area invest over £200 million in the four years from 2011-2015. The impact of the programme will be to establish world leading centres of technology and innovation development in high value manufacturing, energy and resource efficiency, transport systems, healthcare, ICT, electronics, photonics and electrical systems. The prospectus indicates the possibility of developing further areas for intervention.

Developing a methodology for assessing the implementation of labour standards in developing countries

In research for the International Labour Office, building on work carried out as part of the ESRC-funded 'Law, Finance and Development' project, Simon Deakin developed a template for analysing the impact of labour standards in emerging markets. The template seeks to identify the conditions under which labour law rules can make an effective contribution to economic and human development and poverty reduction. The template has been used by the ILO in a review of its technical assistance programmes in a number of countries. Deakin's collaboration with Shelley

Marshall of Monash University and Corinne Vargha and Colin Fenwick of the ILO formed the basis for a grant application under the DFID/ESRC Joint Call for research on poverty alleviation, which was submitted to the ESRC in September 2011.

A long term focus for corporate Britain

The CBR made a submission as part of the consultation exercise on the long-term focus of UK corporate governance undertaken during 2011 by the Department for Business, Innovation, Universities and Skills. The CBR's submission argued that that a longer-term orientation in corporate governance would not be achieved by giving greater priority to shareholder interests. The increasing short-term orientation of corporate management in Britain was the consequence of the growing emphasis since the 1980s on the paramount position of shareholders within corporate governance, and the related view that shareholders should be the principal beneficiaries of corporate activity. To reverse these trends would require a weakening of shareholder rights, and a strengthening of the position of other corporate constituencies, in particular employees. It would also require a return to the inclusion of wide public interest issues in the competition policy assessment of the impact of large takeovers. In this context, the CBR submission proposed that a number of specific reforms should be considered: opening up board membership to employees below senior level; tightening rules on corporate restructuring, by increasing the costs to companies of downsizing; removing the advantageous tax treatment of corporate debt, which currently acts as a subsidy for certain types of restructuring which transfer wealth from taxpayers and employees to shareholders; and reforming competition policy in the context of takeovers. Consideration should also be given to models of corporate governance in other countries, including the system of codetermination as practised in Germany and some other continental European systems.

Contribution to training and development of research capacity

Research methods workshops

Kitson, M., Li, Cher and Zhang J. organised a UK~IRC Early Career Researcher Workshop in the frontiers of innovation research, Sidney Sussex College, Cambridge, 13 September 2010

Ph.D. projects

The CBR does not admit Ph.D. students directly, but several CBR members supervise Ph.D. projects which have a close connection to CBR research. Ajit Singh and Simon Deakin have recently supervised on themes related to law and finance and Simon Deakin has supervised in the area of European Union law and governance. Michael Kitson has supervised Ph.D. topics on regional aspects of growth and entrepreneurship which are relevant to the work of the Enterprise and Innovation programme. Michael Pollitt has supervised work on the economics of energy demand which is linked to research on social capital carried out within the Corporate Governance programme. Alan Hughes supervised Vadim Grinevich who successfully completed his thesis on regional aspects of productivity growth and knowledge exchange.

Destinations of post-doctoral researchers

Large numbers of post-doctoral researchers working on CBR projects have gone on to take up tenure-track lectureships or senior research positions at leading universities in the UK and overseas (see the Centre's *Report on Activities 2002-4* for details of destinations up to end of the period of ESRC core funding). In the past year, Dominic Chai took up a lectureship at the Korean National University, Seoul, and Aristeia Koukiadaki took up a lectureship at the University of Manchester. Vadim Grinevich took up a post as research fellow in the Department of Architecture at the University of Cambridge.

2. Project reports

Enterprise and Innovation Programme: Director Andy Cosh

This programme is concerned with enterprise and innovation and their links to productivity and firm growth. In particular, a key aspect of our work is the financing of innovation and the difficulties faced by translating scientific advance into commercial success. Amongst the principal objectives of this programme are the analysis of the innovative performance, financial and management characteristics, and location of smaller firms, and the design and evaluation of policies towards supporting innovation and entrepreneurship. This analysis has involved close interdisciplinary collaboration between CBR researchers in economics, geography, law and sociology; and has been strengthened by collaboration with other groups in the UK and abroad.

This programme has established an international reputation among policy makers, practitioners and researchers as an authoritative source of analysis, information and evaluation of SME growth and survival. Particular emphasis has been placed on analyzing and charting developments in training, innovation, governance, and the impact of enterprise policy. Methodological advances have been made in the measurement and analysis of SME growth and performance, and in policy evaluation, and these have been incorporated into national and international data collection processes and policy development. A major intellectual contribution of the programme has been the creation of unique longitudinal panel data for over 2000 independent UK SMEs based on surveys over the last twenty years.

The highlights this year have come from work in four areas: the commercialisation of science; the financing of innovation; university-industry collaboration; the impact of open innovation on SMEs; and the analysis of the macroeconomic framework required for rebalancing the UK economy. These areas of mutually supportive work have led to significant advances in knowledge and several contributions to policy that are reported in detail in the project reports that follow.

University-Industry Knowledge Exchange: demand pull, supply push and the public space role of higher education institutions

Project leaders: Alan Hughes, Michael Kitson

Research Fellows: Maria Abreu, Vadim Grinevich, Philip Ternouth

Survey & Database Analysis: Anna Bullock and Isobel Milner

Project Dates: 2007-2009

Funding: ESRC

The objective of this research was to identify the factors that affect the incidence, form, effectiveness and regional impact of knowledge exchange activities between the business and higher education sectors in the UK. It identified the way these interactions vary across UK regions and within those regions. Knowledge exchange includes the full range of ways in which the business community and the higher education sector interact and which may affect business and regional economic development. These interactions include educational and training activities, research publications and patenting, conferences, contracting and consulting activity, internships, joint research and development and licensing and new business formation.

This project was completed and an end of award report submitted to the ESRC. A report was published through UKIRC based on the project's survey of over 20,000 UK academics (Abreu et al 2009) and a companion volume is in preparation based on the parallel survey of university-industry connections covering 2,500 UK manufacturing and service firms. Presentations based on the

research have been made at the University of Edinburgh; NESTA, London; Strathclyde; the UK Cabinet Office; AURIL Annual Conference, Bristol; Imperial College; the UK Research Councils Cross-Council Knowledge Transfer and Economic Impact Group; Research Councils UK; the BIS OECD Innovation Policy Seminar; HEFCE; Nottingham University Business School; the Political Studies Association Annual Conference London; Doshisha University Kyoto; the Japan Science Foundation, Tokyo; the Keidenran Tokyo (Japanese Industry Confederation); meetings with government ministers.

The ESRC end of award evaluation rated the research project as 'outstanding'

The AHRC subsequently commissioned CBR to carry out a separate project analysing Arts and Humanities academic industry interactions compared with other disciplines. This is reported on separately below, along with a combined list of outputs.

Knowledge Exchange between Arts and Humanities and the Private, Public and Third Sectors: A comparative perspective

Project leaders: Alan Hughes, Michael Kitson

Research Fellow: Jocelyn Probert

Survey & Database Analysis: Anna Bullock and Isobel Milner

Project Dates: 2010-11

Funding: Arts and Humanities Research Council

This research funded by the Arts and Humanities Research Council was carried out between July 2010 and March 2011. It analyses the pattern, scope and impact of interactions between academics in the Arts & Humanities with external organisations in the private, public and third sectors. The research uses the academic and business survey datasets created for the project 'University-Industry Knowledge Exchange: demand pull, supply push and the public space role of higher education institutions' to provide a detailed and comprehensive picture of such interactions in the UK and evaluates them in a comparative context with other disciplines.

The analysis is based on a detailed analysis of three unique and contemporary databases: first is the CBR survey of over 22,000 academics; second, the CBR survey of over 2,000 business enterprises in all sectors of the UK economy; third, a series of case studies of interactions between academics from the Arts and Humanities with other organizations. The academic survey contains details of the interactions and characteristics of 3,650 academics from the Arts and Humanities. The enterprise survey contains information on the range of interactions between the business community and the university sector, including an identification of interactions with different disciplines, including the Arts and Humanities. The case studies comprise an analysis of 33 interactions between academics from the Arts and Humanities with other organizations.

A series of reports was prepared for the Arts and Humanities Research Council, the first focusing on the CBR survey of academics, the second using the business survey data and the third bringing both of these sources together as well as using information collected from the case study interviews. A launch event for the report is planned for May 17th in London.

| | | | |
|---|----------------------------|--------------------|---|
| Outputs for and Knowledge Exchange between Arts and Humanities and the Private, Public and Third Sectors: A comparative perspective | | | |
| Reports | 58 59 60 61 62 63 64 65 | Other Publications | 96 97 98 |
| Visitors | 200 204 207 211 213 223 | Presentations | 133 134 135 136 137 138 139 140 141 142 143 144 145 146 147 |

Cambridge Integrated Knowledge Centre (CIKC) in Optoelectronics and Photonics

Project leaders: Alan Hughes

Research Fellows: David Connell, Andrea Mina

Project dates: 2007-2011

Funding: EPSRC

CIKC Commercialisation Laboratory

The CIKC is a large EPSRC-funded programme of research aimed to the exploratory development and commercialisation of research conducted in the area of photonics and advanced electronics by groups at the University of Cambridge's Departments of Physics and Electrical Engineering jointly with industrial partners and teams at the Judge Business School, the Institute for Manufacturing and the CBR.

Within the CIKC programme the objectives of the CBR Commercialisation Laboratory were:

- 1) To investigate the innovation dynamics of the CIKC technical projects over time
 - 2) To facilitate commercialisation processes of CIKC technologies
 - 3) To compare relevant international policy frameworks for the commercialisation of technologies emerging at public-private interfaces.
- Facilitation of CIKC commercialisation activities led to a number of initiatives for exploitation of the innovative potential of CIKC technical projects (see <http://www-g.eng.cam.ac.uk/CIKC/>), which have generated a considerable amount of original IP and two spin-off companies. The comparative policy work, based on site visits to Germany, Belgium, Taiwan, South Korea, Japan and the USA, led to the manuscript *'The Challenge of Technology Development in Intermediate Research Organisations'* (by Andrea Mina, David Connell and Alan Hughes). This paper identified and discussed the characteristics, operating mechanisms and strategic positions of important innovation intermediaries working at the public-private interface. The findings of the project fed directly into the Hauser Report on The Current and Future Role of Technology and Innovation Centres in the UK, presented to Lord Mandelson on April 25 2010. It also informed a Submission of evidence to HM Treasury and BIS consultation document "Financing a Private Sector Recovery", December 2010, by the CBR team. The longitudinal study of the CIKC university-industry innovation processes in progress, will capture the lessons gained through the continuous observation over a period of 4 years of the CIKC project's commercialisation. It will relate the innovation pathways to resources, barriers and constraints, opportunities, behaviours and expectations.

As part of the policy engagement and impact and dissemination plan, the conference *'Re-thinking the Impact: Private and Public R&D in an age of austerity'* was successfully organised at the Judge Business School on 7 December 2010 jointly with the UK Innovation Research Centre. A second

conference is being planned for 2012 and will include contributions from distinguished experts and policy makers on the future of UK innovation policy.

| Outputs for CIKC and UK-IRC/Services CIKC Commercialisation Laboratory | | | |
|--|--------------------------------|-------------------------|--------------------------------|
| Reports | 57 | Other Publications | 93 95 |
| Articles | 2 9 | Book Chapter | 44 |
| Workshops held/attended | 103 104 105 106 112 183 184 | Conference papers Given | 121 122 123 124 155 157 158 |
| Membership of Committees external to the University | 178 179 180 181 | | |

Dynamics of Institutions and Markets in Europe

Project leaders: Alan Hughes, Andrea Mina

Project dates: 2009-2010

Funding: FP6 DIME Network of Excellence

Andrea Mina and Alan Hughes secured a grant from the FP6 DIME Network of Excellence to investigate the role, funding, business models and operating mechanisms of University Research Centres established at the university-industry interface. The project was a joint initiative with Chalmers University of Technology and Imperial College Business School. The grant allowed continuation of the CBR fieldwork on research commercialisation in the US and Japan which was greatly facilitated by Consular assistance in both countries. Fieldwork in the US took place in June 2010 and in Japan in November and December 2010. David Connell, Alan Hughes and Andrea Mina visited senior policy makers, selected research centres, intermediary organisations and national laboratories at several sites, including MIT, Washington (DARPA), Berkeley, Stanford and UCLA in USA and a wide variety of Japanese Corporations (i.e. Hitachi, Kyocera and Sharp) and Government Agencies and Science Foundations in Osaka, Kyoto and Tokyo (including the Office for Industrial Science & Technology and Environment, the National Institute of Science and Technology Policy and the Council for Science and Technology Policy).

| Outputs for Dynamics of Institutions and Markets in Europe (DIME) | | | |
|---|-----|----------------------------|---------|
| Working Papers | 85 | Workshops held/attended | 109 112 |
| Conferences & Workshops attended | 174 | Consultancy & Advice given | 225 226 |

Strategic Advisory Board on Intellectual Property (SABIP) Review

Project leaders: Alan Hughes, Andrea Mina

Project dates: 2010

Funding: Strategy Advisory Board on Intellectual Property (SABIP)

Alan Hughes and Andrea Mina completed a review of the use of patents by SMEs for the UK Strategic Advisory Board on Intellectual Property. The study includes an extensive overview of the literature, a discussion of the international empirical evidence available on this issue, and quantitative analyses of UK Community Innovation Survey 4 and CBR/IPC innovation benchmarking data. It showed that the use of strong IP protection mechanisms is highly uneven across sectors of the economy. SMEs are much less frequent users of patents as the dominant appropriation strategy and are also less likely to use patents as sources of information than larger firms. Although they can use patents as signals of quality for external investors, overall the use of this form of IP protection by SMEs is hindered by the costs of IP enforcement and the risk of infringement. Evidence points not only to the need to reduce the costs of patenting and litigation for SMEs but also the need to improve the capacity of the patent system to correctly assess and reward the quality of patents.

The *CBR Working Paper n. 411 'The impact of the Patent System on SMEs'*, which contains the detailed results, has recently been cited in the Department of Business, Innovation and Skills' "Innovation and Research Strategy for Growth" Economic and Policy Papers, December 2011. <http://www.bis.gov.uk/innovatingforgrowth>

| Outputs for Strategic Advisory Board on Intellectual Property (SABIP) Review | | | |
|--|----|-------------------------|-----|
| Working Papers | 85 | Workshops held/attended | 109 |
| Conference Papers given | | Conference attended | 174 |

The Role of 'Soft' Companies and R&D Contracts in the Development of SMEs

Project leaders: David Connell, Alan Hughes

Research Fellow: Jocelyn Probert

Project dates: 2001-2009

Funding: EEDA & Newton Trust

The final report for EEDA's Science and Industry Council appeared in professionally published form in February 2010 under the title *Exploding the Myths of UK Innovation Policy: How 'Soft Companies' and R&D Contracts for Customers Drive the Growth of the Hi-Tech Economy*. It has been disseminated to a range of policy makers, business leaders and academics in the UK and has attracted favourable comments from a range of sources in government and industry. The enterprise community in Cambridge has expressed wide support for the report's findings.

The work fed into a NESTA Provocation essay written by David Connell and published in March 2010, entitled *Scientists are Customers Too: How the SBRI can help Research Councils Drive Economic*

Growth. It also informs the work by the Cambridge team on the FP7 FINNOV project into ways of financing business experimentation, in which co-author Jocelyn Probert is participating.

In May 2010, David Connell presented proposals for an EU SBRI programme, outlined in the report, together with the report’s analysis and conclusions, at two private meetings in Strasbourg with the EU Commissioners for Research and Innovation (Máire Geoghegan-Quinn) and Enterprise and Industry (Antonio Tajani) that were arranged by MEP Michael Harbour. In April 2011 David Connell spoke at a meeting of the European Competitiveness Council, comprising Industry Ministers of all EU member states and Vice President Tajani and chaired a break out discussion of ministers on finance for SMEs. He made a submission to the House of Lords Committee on Science and Technology Enquiry on Using Procurement to Stimulate Innovation in December 2010 and also gave verbal evidence to the Committee. He gave a presentation at a British Council organised symposium on innovation policies in Dubai in February 2011.

Academically the research was presented by Jocelyn Probert in November 2009 to an audience of university researchers and business people at the University of Adelaide and by David Connell at events organised by the UK~IRC. The draft of a journal article will be presented at the SASE conference in Madrid in June 2011. Future outputs will include contributions to the CBR working paper series on business models and on innovation by technology consultancies as a form of knowledge intensive business service.

David Connell has recently been invited to become an independent adviser to John Denham on the Labour Party policy review and organised a workshop with innovators and SMEs hosted by TTP Group in March 2011.

| Outputs for The Role of ‘Soft’ Companies and R&D Contracts in the Development of SMEs | | | |
|---|---------------------|-------------------------|---------------------|
| Reports | 57 61 62 63 64 65 | Other publications | 93 94 95 |
| Workshops held/attended | 103 104 105 106 | Conference papers given | 121 122 123 124 165 |
| Membership of Committee external to the University | 178 179 180 181 182 | | |

Financing Innovation (FINNOV)

Project leaders: Andrea Mina

Other Principal Investigators: [Alan Hughes](#) and [Stan Metcalfe](#)

Research Fellows: Henry Lahr, Jocelyn Probert, Samantha Sharpe

Project dates: 2009-2012

Funding: European Commission FP7

The CBR is leading the EC FP7 FINNOV consortium activities on the work package ‘Capital Markets and Innovation: Financing Business Experimentation in Europe’. The international partners of the project are: the Open University (Coordinator: Mariana Mazzucato), the Sant’Anna School of Advanced Studies (Giovanni Dosi), the Polytechnic University of Marche (Mauro Gallegati), the Economics Institute (Petr Zemcik), the University of Bordeaux (Cluade Depuy) and the University of Sussex (Paul Nightingale). The CBR component of the project aims to understand the links between

different sources of finance, innovation and the ways in which innovation finance policy instruments can match the needs of heterogeneous economic and business contexts.

The theoretical contribution of the project has been the development of a Schumpeterian perspective on the financing of business experimentation. Its empirical contribution consists of a set of novel analyses of the financial foundations of entrepreneurship and the process of creative destruction. We have conducted quantitative analyses of European venture capital markets (Mina and Lahr, 2012) and of UK and US external capital markets (Mina, Lahr and Hughes 2011). We have also completed in-depth qualitative studies of alternative models of innovation financing, including investments through corporate venture capital (Mina, Probert and Metcalfe, 2011) and R&D service contracts (Probert, Connell and Mina, 2011). The project is leading to a reassessment of the VC-based entrepreneurial growth model within the overall architecture of heterogeneous innovation-finance systems.

All the output of the project is being submitted to leading innovation journals. The CBR work has been presented at numerous international workshops and invited seminars. FINNOV was one the few project of its thematic research area to feature in *The 2009 Science, Economy and Society Highlights* EC Magazine: http://ec.europa.eu/research/social-sciences/pdf/science-economy-and-society-highlights-2009-report_en.pdf; it was also invited to contribute to the conference "*Europe 2020 strategy - Innovation insights from European research in socio-economic sciences*", organised by Jean-Michel Baer, Director of the EC Directorate L - Science, economy and society, and to the *Hearing on Social Innovation*, organised by Patricia Reilly, member of Cabinet of Commissioner, and Head of Research and Innovation Geoghegan-Quinn.

| Outputs for Financing Innovation (FINNOV) | | | |
|---|---|----------------------|-----|
| Conference papers given | 150 151 152 153 154 155 156 157 158 159 160 161 162 163 165 | Conferences attended | 174 |
| Training | 243 | | |

Innovation and Performance in Business Services (UK~IRC funded project)

Project leaders: Bruce Tether, Andrea Mina, Stan Metcalfe, Bill Martin

Research Fellow: Elif Bascavusoglu-Moreau

Project dates: 2010-13

Funding: UK~IRC

This UK~IRC project is concerned with structural changes in the UK economy that have led to unprecedented growth in its service – and especially business service – component. The research programme includes analyses of firm behaviours, sectoral landscapes and the macro environment.

The CBR/Imperial College team has so far achieved important milestones. The papers from the micro component of the research have been presented at major conferences, including in a plenary session of the DRUID conference held in London June 2010, at the Academy of Management meeting in Montreal (August 2010) and San Antonio TX (August 2011), and by invitation at a number of international workshops and seminars (Friedrich Schiller University/Max Planck Institute for Economics and INGENIO-Spanish Council for Scientific Research/University of Valencia Seminar

series; AIM/Imperial College London Business School, NESTA, the University of Rome and the University of Padua. Several papers are currently under review in leading innovation and management journals. They reveal a dynamic, highly diversified and internationalised sector which gains competitive advantage by leveraging distinctive human capital resources and adaptable knowledge bases.

The team undertook an analysis of the design industry for the Design Council and the Department of Business Innovation and Skills which was well received. We have continue to liaise with the industry base and to work with the Architects' Journal and New Civil Engineer to gain access to unique data on professional services in return for some analysis of these data.

| Outputs for Innovation and Performance in Business Services (UK~IRC funded project) | | | |
|---|-----|-------------------------|---|
| Reports | 72 | Conference papers given | 152 153 154 155 156 157 158 159 160 161 162 163 157 |
| Workshops held/attended | 109 | Conference attended | 174 |

Evidence base for innovation policy (UK~IRC funded project)

Project team: Alan Hughes (Cambridge), David Connell (Cambridge), Michael Kitson (Cambridge), Stan Metcalfe (Cambridge), Ammon Salter (Imperial), Keith Smith (Imperial)
 Project dates: 2009-2014
 Funding: ESRC, NESTA, BIS, TSB

This project is not supported by funded research fellows. It draws on inputs by senior academics associated with the UK~IRC programme and other academics and policy makers taking part in the research process. Its objectives are to identify the principal channels by which the evidence base on innovation informs public policy in its national comparative context. Substantive work began in the second full year of funding. It is intended to run throughout the life of the UK~IRC. It has begun with a series of seminars and discussions with senior policy makers in the UK which has been linked with a number of knowledge hub events and with the establishment of a collaborative arrangement with the Centre for Science and Policy (CSaP) at Cambridge.

In addition to this activity, the project has worked in collaboration with two other projects funded respectively by the EPSRC and the DIME EU Network to fund for fieldwork which has been carried out in the USA and Japan and has involved a series of case study interviews with key policy makers and intermediaries involved in the policy development process. The final outputs of the project will be a series of papers in the evidence base for policy past, present and future. Important intermediate inputs involve the development of a series of seminars for UK policy makers drawing together not only the insights arising from this stream of research itself, but from the wider innovation policy research base in the UK.

The achievements to date are:

- Established collaborative arrangement with CSaP to host a series of business and policy practitioners to visit UK~IRC and establish potential contacts

- Co-hosted with CSaP a senior UK policy forum on systems approaches to the development of policy attended by representatives of BIS, DEFRA, Ministry of Defence and National Health trusts.
- Held a one-day seminar for BIS on key aspects of evidence from innovation studies research relevant to the current UK innovation review in progress.
- Conducted interviews in USA and Japan with key policy practitioners, university leaders and intermediate research institutions.
- Held an innovation summit to draw together public sector, research councils', charitable organisations' attitudes towards the assessment of impact and the experience of impact assessment in the USA.
- Launched a joint CIHE/CBR Task Force on the Impact of UK R&D

| Outputs for Evidence base for innovation policy (UK~IRC funded project) | | | |
|---|--|------------------|---------------------|
| Articles | 9 | Research Reports | 72 |
| Other publications | 96 97 98 | Presentations | 134 135 137 142 146 |
| Visitors | 201 201 202 203 204 205 206 207 208 209 210 211 212 213 214 215 216 217 218 219 | | |

Innovation and Performance in Business Services (UK~IRC funded project)

Project leaders: Bruce Tether, Andrea Mina, Stan Metcalfe, Bill Martin

Research Fellow: Elif Bascavusoglu-Moreau

Project dates: 2010-13

Funding: UK~IRC

This UK~IRC project is concerned with structural changes in the UK economy that have led to unprecedented growth in its service – and especially business service – component. The research programme includes analyses of firm behaviours, sectoral landscapes and the macro environment.

The CBR/Imperial College team has so far achieved important milestones. The first papers from the research have been presented at conferences, including in a plenary session of the DRUID conference held in London June 2010, at the Academy of Management in Montreal in August 2010, and by invitation at an international conference on knowledge based services held in Rome in December 2010 and in March 2011, at NESTA and the University of Padua, Italy. One working paper has been published by Imperial College and the CBR.

The team undertook an analysis of the design industry for the Design Council and the Department of Business Innovation and Skills which was well received. They have continued to work with the Architects' Journal and New Civil Engineer to gain access to unique data on professional services in return for some analysis of this data.

A second research fellow has been recruited (Jan 2011). Dr Elif Bascavusoglu-Moreau has joined the team and is based in Cambridge. She was previously a research associate at Imperial College Business School. Dr. Bascavusoglu-Moreau will be involved in analyzing the input-output structure of the UK economy, showing how services interact with manufacturing and how this has changed over

time. A one day workshop on innovation and professions / knowledge intensive business took place at Imperial College London on 10th and 11th March, 2011. This included invited speakers from the United States, the UK and Europe, as well as ‘home team’ speakers.

The team has gathered new and original micro-data of important groups of under-researched professional services, including design, architecture and engineering businesses. This stream of research has led to a number of papers.

The UK-IRC work on Services was presented at numerous invited seminars, workshops and international conferences, including the 2010 and 2011 Academy of Management Annual Meetings (Montreal, 6-10 August 2010/San Antonio, Texas, 12-16th August 2011); seminars at the Friedrich Schiller University/Max Planck Institute for Economics Seminar Series (Jena, 2 February 2011) INGENIO (Spanish Council for Scientific Research/Polytechnic, University of Valencia, 14 April 2011); the Workshop ‘Professional Services: Innovation and Practices’ UK-IRC and AIM Workshop, Imperial College London Business School, 10-11 March 2011.

| Outputs for Innovation and Performance in Business Services (UK~IRC funded project) | | | |
|---|-----|-------------------------|---|
| Reports | 72 | Conference papers given | 152 153 154 155 156 157 158 159 160 161 162 163 157 |
| Workshops held/attended | 109 | Conference attended | 174 |

Development of a stock-flow consistent UK macroeconomic model for policy analysis

Project leader: Bill Martin

Project dates: ongoing

This work, which is part of the macro component of the UK~IRC Business Services project, follows in the tradition of stock-flow modelling pioneered by the late Professor Wynne Godley. The research is not publicly funded. The modelling is used to inform strategic macroeconomic policy analysis of the UK economy. The work also provides a top-down perspective relevant and complementary to research on the balance of payments, led by Ken Coutts and Bob Rowthorn as part of the Services project.

Since joining CBR in 2007, Bill Martin has written papers on the development of historical sector national accounts statistics, the theory of optimal policy using a stock-flow consistent model, and the econometric stability of a UK private expenditure function. He has constructed a simple macro model, which was used to develop scenarios in a policy-orientated report in 2010 focussed on the strategic challenges facing the UK. The report, published under the joint CBR UK~IRC imprint, received widespread press coverage. Bill Martin was invited to present his views to HM Treasury economists, to a BIS-ESRC seminar on the Government’s proposed White Paper on growth, to a private seminar organised by the Deputy Prime Minister, and to a seminar organised by Professor Arestis at St Catherine’s College, Cambridge.

In July 2011, Bill Martin’s second strategic report examined the proposition that the British economy was supply constrained. The report gave a detailed critique of the view, widely held in policy circles, that the economy had suffered a permanent loss of productivity. The analysis received widespread press coverage and prompted requests for additional briefing from economists at the Bank of

England and BIS. The report also highlighted the role played by business services and banks during the downturn, analysis that feeds naturally into the UK~IRC funded investigation of the changing input-output structure of the economy, as part of the Services project.

| | | | |
|---|--------------------------------|--------------------|----|
| Outputs for Development of a stock-flow consistent UK macroeconomic model for policy analysis | | | |
| Chapters in books | 49 | Other publications | 72 |
| Media coverage | 231 232 233 234 235 236 237 | | |

Survey and Database Unit

Project Leader: Andy Cosh.

Survey and Database Manager: Anna Bullock.

Survey and Database Assistant: Isobel Milner.

Funding: ESRC; various other shorter term funds and contract research grants

Period: ongoing

Aims and Objectives

- To ensure the efficient design, management and costing of CBR project surveys including the CBR biennial survey of small and medium sized enterprises.
- To advise on questionnaire design, survey method, choice of sampling frames, and data inputting and cleaning procedures in CBR project surveys.
- To advise on statistical software use with CBR datasets.
- To archive data at CBR, and where appropriate organise the deposit of ESRC sponsored datasets with the UK Data Archive at Essex.
- To act as a technical advisor to other members of the CBR on the contents of and access to proprietary and official data sets, a great number (e.g. FAME, Datastream, ONS) of which are utilised by CBR staff.
- To oversee the continuing upgrading of the CBR User Database, so as to ensure that it becomes a central part of the new dissemination and communications strategy.

During the year 2010-11, the unit has been involved with a number of projects described below.

Knowledge Exchange between Arts and Humanities and the Private, Public and Third Sectors: A Comparative Perspective

This research funded by the Arts and Humanities Research Council was carried out between July 2010 and March 2011. It analysed the pattern, scope and impact of interactions between academics in the Arts & Humanities with external organisations in the private, public and third sectors. The research used the academic and business survey datasets created for the project 'University-Industry Knowledge Exchange: demand pull, supply push and the public space role of higher education institutions' to provide a detailed and comprehensive picture of such interactions in the UK and evaluates them in a comparative context with other disciplines (the CBR survey of over 22,000 academics and the CBR survey of over 2,000 business enterprises in all sectors of the UK economy).

The academic survey focussed on details of the interactions and characteristics of 3,650 academics from the Arts and Humanities; and the enterprise survey on the range of interactions between the business community and the university sector, including the Arts and Humanities. The project was augmented with a series of case studies of interactions between academics from the Arts and Humanities with other organizations.

The report was launched May 17th in London.

New Modes of Innovation: Managerial and Strategic Business Practices and Open Innovation (UK~IRC funded project)

Project leaders: Andy Cosh, Joanne Zhang

Other Principal Investigators: Alan Hughes (Cambridge), Michael Kitson (Cambridge), Tim Minshall (Cambridge), Ammon Salter (Imperial), Oliver Alexy (Imperial), Elif Moreau-Bascavusoglu (Cambridge), Gerald Avison (Business), Chas Sims (Business)

Project dates: 2009-2014

Funding: ESRC, NESTA, BIS, TSB

The growing interest in open innovation has been driven by the phenomenon where organisations are increasingly moving toward network-based forms of innovation, sourcing ideas through licensing agreements, formal alliances and mergers and acquisitions and the use of a wide variety of sources of knowledge for innovation. The project responds to the lack of in-depth data at the sectoral level of how firms build capabilities to be open and how they can successfully integrate external actors into their innovation processes.

In order to deepen and extend our existing knowledge on the nature and extent of open innovation among UK firms, this project aims to shed light on the organizational mechanisms and capabilities as well as institutional arrangements that are required to foster effective open innovation. In particular, it addresses three questions:

- How do patterns of usage of OI practices vary across firms, sectors and sizes?
- What are the factors driving the firms' usage of OI practices?
- How does the firms' usage of OI practices affect their innovativeness and performance?

Between August 2010 and July 2011, we have completed our 'open innovation' survey among UK firms with up to 999 employees, with over 1200 responses covering both manufacturing and business services sectors. A report titled 'Open innovation choices: what is British enterprise doing?' was published in June 2011 and a launch event was held at NESTA in June. Joanne also presented the highlights from the report at OECD NESTI meeting, Paris in June this year. We show that firms of similar size and age, operating in the same sector, make different choices about their open innovation activities. We further show that these choices matter to both firm innovation and growth performance.

We have also actively engaged in academic, policymaker and practitioner community to discuss and disseminate our research. We have made contacts with other leading researchers, centres and practitioners (e.g. Ellen Enkel - St Gallen / Zeppelin University, Germany; Wim Vanhaverbeke - Universiteit Hasselt/Vlerick Management School/ESADE; Jim Love, Birmingham University) in the frontier of OI research; and held a 2 day workshop on Open Innovation at Cambridge in July 2011. We have also made presentations in this area to policymakers, including Innovation Research Initiative Governance Group Seminar (October 2010, NESTA, London), Evidence-based innovation policy & practice workshop, (Dec 2010, Cambridge) and OECD. In April, we also presented our early findings to a group of international practitioners and academics at Open innovation research forum held at Institute of Manufacturing (IfM), Cambridge. A master's project was carried out at Shell GameChanger in Hague examining how to assess the benefits of an open innovation programme in summer 2010. Several papers are being prepared as part of these activities.

To support young researchers in the frontiers of innovation research, in September 2010 the UK~IRC organized a two day workshop in Cambridge with papers presented by young researchers. Nelli Theyel has been awarded a PhD studentship beginning in October 2010, exploring open innovation in clean energy sector.

Survey of Small and Medium Sized Firms

The team has been working in a collaboration on small and medium sized business surveys led by Alan Hughes with colleagues in University of Auckland Business School, New Zealand and University of Queensland Business School, Australia. The surveys took place in both countries during the last year, in New Zealand between November – December 2010 and in Australia between December 2010 – April 2011. The survey instruments were coordinated so that a comparison can be undertaken between UK, New Zealand and Australia. Further work is in progress with Doshisha University, Kyoto, to extend the programme to include Japan.

Dissemination of Survey Methods

The team gave a presentation to first year PhD students at the Business School on survey methods.

General

The team undertook analysis of datasets in a number of different CBR projects.

| Outputs for Survey & Database | | | |
|-------------------------------|-------------|---------------------------|-------------|
| Surveys | 100 | Datasets | 101 |
| Conferences attended | 167 168 173 | Presentations given | 176 177 |
| Visitors | 199 | Training courses attended | 240 241 241 |

Policy Evaluation Unit

Project leaders: Alan Hughes, Andy Cosh

Research Associates: Barry Moore (PACEC), Tomas Ulrichsen (PACEC), Graham Gudgin

Funding: ESRC HEFCE DETI (Ireland), various other shorter term funds and contract research grants

Period: 2001-2009

The Policy Evaluation Unit at the CBR exists to conduct short-term and long-term contract research in both the public and private sectors. The kinds of projects the Unit undertakes are: a range of evaluations and impact assessments of government initiatives; the evaluation of initiatives designed to provide direct financial support to firms; research on the supply of debt and equity finance for R&D; research on the needs of firms and barriers to R&D; policy development and advice to help shape government initiatives and R&D support; SME Performance and Policy - using appropriate databases to develop and test models of SME performance and its determinants with policy analysis and with methods of complex survey design and analysis necessary to investigate models of business performance. Details of previous projects may be found on the CBR web page and current projects are described below.

Building Economic Competitiveness - Lessons from Small Peripheral European States

Project leaders: Niall MacKenzie, Graham Gudgin

Project dates: 2009-11

Funding: DETI

This research was commissioned by the Northern Ireland Department of Enterprise, Trade and Investment (DETI) as a contribution to their work on revising regional economic development strategy in the context of major potential changes in the EU State Aids regime after 2013.

The key objectives of this research were as follows:

- To study policy initiatives relating to economic development, productivity growth and competitiveness in small open regional or national economies.
- To do this in such away as to generate policy ideas of relevance to DETI's aim of raising labour productivity in the Northern Ireland economy.
- Subsidiary objectives are:
- To involve members of the DETI steering group in aspects of the research in order to maximise the value to the Department of the lessons learned.
- To produce an initial report outlining a short-list of countries or regions to be studied in greater depth and to discuss this list with the steering group in order to arrive at an agreed list of areas for study.
- To investigate a range of policy areas to be studied in each of the agreed target countries or regions.
- An in-depth investigation of the factors under-pinning high GVA per head and high productivity in each selected country. This will involve a combination of desk-based analyses and direct contact with country experts including targeted visits to the countries.
- To produce a final report which brings together all of the data on each country to form a coherent view on the critically important factors in each country, and to generalise this across countries.
- The final report will outline the potential relevance of the conclusions for the aim of raising productivity in Northern Ireland.

The main report of 11 chapters has been completed and submitted together with a 90 page overview report. The first chapter reviews the overall and sectoral productivity records of a range of small peripheral OECD economies and selects four for further study. Six chapters reviewed existing

and new evidence on the drivers of productivity. The final four chapters examine policies in the four countries focusing on the main drivers of productivity. The conclusions were that there were different paths to raising productivity but most of these paths involved complex combinations of policy which were difficult to replicate. An important contrast existed between countries like Ireland and Estonia which have relied on low corporate taxation to attract FDI, and countries like Finland or Sweden which have developed strong locally-owned corporate sectors. Finland is particularly interesting as a small remote country which has transformed its economy from a base dependent largely on processing local raw materials to a globally competitive economy based on high-tech companies. The report contains considerable detail on how this transition was achieved in Finland and what lessons can be learned for UK regions.

The report was launched in Northern Ireland in June 2011 and is forming an important contribution to ongoing economic strategy development, including DETI's new economic strategy for Northern Ireland to be launched in Autumn 2011. Presentations on the work have been given to the UK~IRC conference in Glasgow in September and the Northern Ireland Economic Conference in Belfast in October, as well as in the CBR Seminar series. The work is informing advice given to the Secretary of State for Northern Ireland on the adoption of a new low rate of corporation tax for NI, matching the 12.5% rate in the Republic of Ireland, and advice to the Economic Development Committee of the Scottish Assembly on the same issue.

Evaluation of Third Stream Funding (HEFCE)

Project Leaders: Alan Hughes

Research Associates: Barry Moore (PACEC), Tomas Ulrichsen (PACEC)

Funding: HEFCE

Project dates: 2009-11

Further to the completion of the original project carried out by CBR and PACEC for the evaluation of third stream funding, HEFCE offered a further grant to the University to extend and develop the material contained in the original report in collaboration with PACEC. The new grant enabled fieldwork to be undertaken in the United States which will led to a further report on the evolution of the knowledge exchange system in the US and in particular the role of technology transfer offices and the implications for the UK.

| Outputs for Evaluation of Third Stream Funding (HEFCE) | | | |
|--|-------------------|------------------|----|
| Reports | 66 67 68 69 70 71 | Chapter in Books | 44 |
| Media Coverage | 230 | | |

Corporate Governance Programme: Director Simon Deakin

The Corporate Governance programme has carried out a range of basic and applied research projects on issues affecting the governance, management and regulation of companies, including board structure, executive pay, hostile takeovers, shareholder activism, socially responsible investment, corporate insolvency, inter-firm contracting, worker participation, employment protection, and labour standards regulation. Under the aegis of the programme, researchers have provided advice and research support to a number of policy initiatives in the UK and overseas, including the DTI-sponsored review of UK company law which culminated in the passage of the Companies Act 2006, the EU's consideration of options for the reform of working time regulation, and ILO work on labour standards in developing countries. The programme has contributed to advances in methods of data collection and statistical analysis in the study of the relationship between law and finance, and to theoretical developments in the field of evolutionary law and economics. Funding comes from, inter alia, the ESRC, the EU, and the UK and Japanese governments.

During 2010-11 work continued on labour market resources and capabilities (the CAPRIGHT project, part of the European Union's Sixth Framework Programme) and on pension fund governance and corporate social responsibility (funded by the Belgian Science Policy Foundation, Belspo). Work on gender inequality and on ethics and globalization also continued in the year under review and funding recently obtained from the Japanese government, via our research partners at ITEC, Doshisha University, was used to support research on corporate governance and innovation.

New areas for funding are currently being developed. These include research on governance-related aspects of the financial crisis; work on contractual governance in public infrastructure projects; and research on corporate governance in emerging markets.

'Capright': Resources, Rights and Capabilities in Europe

Project leader: Simon Deakin

Research Assistant: Aleksandra Polanska

Research Associates: Catherine Barnard, Aristeia Koukiadaki and Frank Wilkinson

Project Dates: 2007-11

Funding: European Union Sixth Framework Programme

Aims and Objectives

This project, which ended in 2011, was funded by the Sixth Research and Development Programme of the EU and coordinated by the IDHE-Cachan unit, based near Paris. The main contribution of the CBR was undertake a series of case studies of employee information and consultation mechanisms in the context of corporate restructuring. The members of the CBR team also carried out work on the impact of transnational economic integration on the operation of labour standards at national and sectoral level, including an analysis of the law and practice relating to local labour clauses, and have worked on developing the theoretical framework for the project, which is drew on capability theory.

Results

A major initial focus on the research was on the lessons to be drawn from the construction of the new Terminal 5 building at Heathrow airport. The work built on a theoretical framework which stresses 'internalist' approaches to learning and governance based on the importance of communicative processes, dialogue and deliberation. Material drawn from an in-depth case study on the construction T5 was deployed to examine the development and impact of learning both within

and between the subsystems of corporate governance, utilities regulation, multi-firm contracting and industrial relations in large construction projects. T5 took around 20 years to plan and build and started operations in March 2008, six years after construction started. Its opening was marked by confusion and controversy, but as a construction project, however, T5 was highly successful. It was based on a novel approach to risk-sharing between client and suppliers and it incorporated innovative mechanisms for dialogue and monitoring between the actors involved, that is, the client, BAA, the contractors on the construction and engineering sides of the project, and trade unions representing the groups of workers involved. There is evidence that these arrangements contributed positively to a number of successful project outcomes, above all the completion of the construction work on time and on budget, an above-industry health and safety record, and virtually no time lost to disputes. The case of Terminal 5 demonstrates how attempts to build a 'systemic' approach to the project revolved around the interactions between a wide range of actors and processes and beyond the contractual arrangements. However, case shows that in the absence of mechanisms of structural coupling between different subsystems, the capacity for adaptation along the lines of a dynamic learning model is reduced. Although the difficulties surrounding the opening of T5 in March 2008 were unconnected to the construction of the new Terminal, the wider future of the institutional mechanism used to promote cooperation and risk-sharing in the construction project is in doubt, in part because the model it embodies was not taken up for the 2012 London Olympics.

Building on the T5 study, a wider set of case studies was then undertaken, looking at the role of employee consultation arrangements in corporate restructuring, as influenced by the implementation of the Directive 2002/14/EC through the UK Information and Consultation (I&C) Regulations 2004. A qualitative case study approach was adopted with a view to examining changes in companies where I&C arrangements were introduced or existing structures amended in light of the I&C Regulations. Case studies were conducted in companies operating in the financial services, business services, voluntary, chemical and retail sectors of the UK economy. The study involved data collection based on a combination of semi-structured interviews with key actors (i.e. senior and human resource managers, employee representatives, and trade union representatives and officials), non-participant observation of meetings between management and labour (where possible), and analysis of relevant documentary material, such as I&C agreements, minutes of meetings, documents disseminated to the workforce and trade union statements and communications. The objective was to highlight the influence of the form and content of the implementing legislation on the development of social dialogue procedures. The capability approach was used to draw attention to the relationship between the legal-institutional framework and the development of the 'opportunity' and 'process' aspects of the 'capability for voice' of the I&C arrangements. Over 70 interviews were carried out as part of this work, which was completed in 2010.

We found that in almost all cases where I&C arrangements were involved in restructuring, decisions to proceed to restructuring were made by management acting unilaterally. Consultation with employee representatives was confined to the process of handling job losses. I&C arrangements were not seen by management as having a role in strategic decision-making. In most cases, the formal announcement of management proposals for restructuring was also marked the start of the consultation process, excluding any possibility for consultation to take place at a point when proposals were still at a formative stage. Employee representatives described the outcomes of consultation as ranging from 'mutually acceptable' arrangements, through 'acceptance of the inevitable', to a feeling among employees that 'managerial prerogative has been imposed on them.' Opportunities for employee representatives to open up new areas of social dialogue with management on an on-going basis were limited. As a result of the denial of a preferred role for trade unions within the I&C Regulations, possibilities for creating 'thick interactions' between the union channel and the newly created universal channel of employee representation were significantly

constrained. Where trade unions had previously had an established a role in discussions with management, I&C arrangements tended to adopt the unions' approach towards the restructuring. In only a few cases had the introduction or amendment of I&C arrangements enabled unions to address a broader agenda than previously.

Recent progress

A number of further papers were completed and presentations given in the course of 2010-11. Project team members contributed chapters to three edited books coming out of the Capright project and to special issues of the journals *L'Homme et la société* and *Comparative Labor Law and Policy Journal*. They also took part in the final conference of the Capright project in Nantes in December 2010.

| Outputs for Capright | | | |
|----------------------|---------------|-------------------------|----------------|
| Articles | 5 6 7 8 13 14 | Chapters in Books | 26 27 33 34 47 |
| Working papers | 79 82 | Conference papers given | 126 128 149 |
| Media | 229 | | |

Pension Fund Governance and Socially Responsible Investment

Project Leader: Simon Deakin

Research Associates: John Buchanan (CBR), Dominic Chai (CBR and University of Manchester), Andrew Johnston (CBR and University of Queensland) Sue Konzelmann (CBR and Birkbeck College, London), Wanjiru Njoya (CBR and LSE).

Project Dates: 2007-11

Funding: Belspo (Belgian Science Policy Foundation); additional funding from the Japanese Ministry of Education COE grant to ITEC, Doshisha University, and the CBR

Aims and Objectives

This project, funded by the Belgian Science Foundation (Belspo), is looking at issues of pension fund governance and socially responsible investment ('SRI') from the perspective of reflexive governance theory, with the CBR working as part of a network with teams from the Catholic University of Louvain and the University of Liège. The work began in 2007. The CBR team has been carrying out empirical research on pension fund governance and activism, as well as more general theoretical and policy-related work on the future of pension fund and corporate governance.

There is currently a complex mix of contractual governance (auto-regulation), coordinated self-regulation (co-regulation), and hetero- (or external) regulation in the case of UK defined-benefit pension schemes. The basic legal concept of the trust which governs pension funds in the UK is a highly flexible one, and companies have traditionally had considerable leeway in constructing defined-benefit pension schemes according to their particular needs. The most recent trend has been towards ever tighter regulation of scheme deficits, which are regarded as debts due from the scheme sponsor (the employer). From 2004 the Pensions Regulator (TPR) was given far-reaching powers to order shortfalls in funding to be met by scheme sponsors. The issues addressed in the research are: how are pension fund trustees dealing with growing legal and regulatory pressures on employer-based pension schemes? How are potential conflicts of interest dealt with through

pension fund governance? How are the decisions taken by sponsors and trustees affecting the solvency and long-run viability of pension schemes?

Pension funds also shape the wider corporate governance system as investors. The regulatory framework for pension fund activism is set, initially, by general principles of fiduciary law, which see trustees as fiduciaries, under a duty to obtain the maximum returns for members. The research is addressing the question: is the legal structure of fiduciary law socially responsible investment (SRI) approaches? What is the relationship of pension scheme governance to the growing use of pension fund assets to support shareholder activism in the UK and overseas?

Recent progress

In 2010-11 John Buchanan and Simon Deakin continued to work on the evolution of the trust model in pension fund governance. Their work shows that the adequacy and sustainability of pension provision in the UK have increasingly been questioned in recent years. Pressures are coming from all sides: increased regulation, new accounting standards (FRS17), the emergence of deficits, takeover bid activity, pension scheme abandonment, and the emergence of a pension fund buy-out market. Trustees therefore find themselves at the focal point of often contrary forces. Adding to the difficulties, a large number of defined benefit schemes are closing to new members, and/or terminating defined benefits for existing members. The development of the model at some DB schemes nevertheless demonstrates that it can adapt. Corporate trustees with executive officers and specifically empowered committees have emerged at larger companies, where the sponsor can make such resources available, to deal better with the complications of the current pensions environment. Practices, such as division of supervision and execution, have been copied from corporate governance and appear to be functioning well at some schemes. Both the larger schemes and some smaller schemes are beginning to employ professional trustees, moving the style of their trusts away from the tradition of prudent amateurs towards the specialist skills that are increasingly demanded by the Pensions Regulator.

John Buchanan, Dominic Chai and Simon Deakin have also continued their work on shareholder activism. Part of this research will be published by CUP as a research monograph (*Hedge Fund Activism in Japan: The Limits of Shareholder Primacy*) in 2012. Their study demonstrates the power of informal corporate governance institutions in the Japanese context. When confrontational hedge fund activists targeted Japanese companies between 2002 and 2008, they were dealing with joint stock companies with shareholder voting powers and other levers of power already familiar to them from the USA and Europe. The formal rights of shareholders in Japan were more or less as strong as those prevailing in the USA. Corporate law was based heavily on the US model. Scepticism about post-War Japanese corporate governance practices had been widely aired and had support from the trade and industry ministry METI. There was enthusiasm in some quarters for 'global' standards which to many Japanese and overseas observers implied a willingness to follow the USA's lead. Despite this apparently welcoming situation, confrontational hedge fund activism produced equivocal results from the point of view of investment returns and failed, more generally, to bring about acceptance of the shareholder primacy norm among corporate and financial actors. The main immediate causes of this failure were the intransigence of boards and the indifference of powerful local shareholders to the hedge funds' strategies. Directors were often willing to listen to the funds' arguments with an open mind, but their cooperation stopped as soon as they discerned that immediate, short-term gain, rather than the long-term benefit of the community firm, was the funds' objective. The beliefs held by managers and local shareholders about the purposes of the community firm led them to interpret formal governance structures in a way which was at odds with expectations the funds had derived from their home country experience. When arguments about the legitimacy of the funds' interventions were brought before the courts, it was made clear that the idea of the community firm had resonance within the legal system.

In other work for the project, Andrew Johnston’s research has addressed the theme of reflexive governance of takeover regulation. His research analyses reflexive elements of the EU Takeover Bids Directive and explores the diversity of member-state level implementation of the Directive. It explores the scope for cross-national learning which emerges from reflexive techniques. He has also carried out research on the role of CSR-related practices in reducing negative externalities arising from corporate activity, and on the corporate governance of credit rating agencies. Sue Konzelmann’s work has developed the idea of ‘varieties of liberalism’. This work shows that within the sphere of Anglo-Saxon capitalism, some countries have emerged virtually unscathed from the global financial crisis: while the US, UK and Ireland were very badly affected by the crisis, Canada, Australia and New Zealand were not. The relationship between systems of production, corporate governance, and financial market liberalization is critical in understanding countries’ different experiences. Wanjiru Njoya has carried out a study of the role played by employees in ownership and control of the firm and how this influences firms’ selection of jurisdiction in which to incorporate. The framework of reflexive governance at European level allows mechanisms such as codetermination to achieve a more sustainable balance between employee and shareholder interests.

| Outputs for Pension Fund Governance and Socially Responsible Investment | | | |
|---|-----------------|----------------|----------|
| Articles | 6 8 10 11 12 15 | Books | 25 |
| Chapters in books | 29 30 | Working papers | 74 75 89 |
| Media coverage | 227 228 229 | | |

Corporate Governance and Innovation

Project leaders: Simon Deakin and Andrea Mina

Research assistants: Mabel Brodrick-Okereke and Aleksandra Polanska

Project dates: 2010-11

Funding: Japanese Ministry of Education COE grant to ITEC, Doshisha University, and the CBR

Aims and Objectives

The literature on corporate governance (‘CG’) suggests that a number of features of CG systems could be expected to have an impact on innovation. For example, systems with liquid capital markets tend to have high incidence of venture-capital funded, high technology firms. This is thought to be a consequence of the availability of an exit strategy, via an IPO, for venture capital funds, which in turn presupposes a liquid stock market. It has also been suggested that the availability of venture capital is linked to the ability of shareholders to extract value from listed companies in mature sectors through takeover bids, and redirect it to growing firms in developing ones. If these hypotheses are correct, legal and regulatory mechanisms which support liquid capital markets could be expected to have positive impacts on certain types of innovation, in particular those associated with a high incidence of start-up capital. Laws and regulations protecting shareholder rights, supporting takeover bids, and encouraging hedge fund activism, might all have this effect. However, it would be important to study their possible effects alongside other factors influencing innovation.

A counter hypothesis to the one just set out is that CG systems which strengthen shareholder rights at the expense of employee expectations of job security will undermine incentives for innovation. Takeover bids, for example, tend to benefit target shareholders at the expense of the firm’s ‘implicit

contracts' with employees and suppliers. There is evidence that firms are less willing to invest in R&D when they come under pressure to prioritise shareholder returns through share buy-backs and higher dividends. In addition, it has been suggested that employees denied job security may be more risk averse and less willing to develop innovative ideas with a significant downside risk.

We can study these competing hypotheses empirically by using the legal indices prepared by the CBR as a measure of the strength of legal protection for, respectively, shareholders and workers in different countries as part of the 'Law, Finance and Development' project (<http://www.cbr.cam.ac.uk/research/programme2/project2-20.htm>). The CBR indices provide a unique longitudinal measure of legal change in the areas of shareholder, creditor and worker protection. We currently have data for 5 countries for 36 years (1970-2005) and for 25 countries for 11 years (1995-2005). Using time series analysis, we can compare trends in the legal variables with those in variables measuring innovation rates (such as patent activity). In addition to identifying possible correlations, time series models can be used to determine the direction of causation. They can also control for other relevant variables. We will use the CBR datasets on shareholder protection and labour regulation as the main sources of data for the explanatory or independent variable, and the Community Innovation Survey and other innovation datasets as the main source of data for the outcome variables.

Recent Progress

The first steps in the project (summer 2010) were to complete a literature survey on the relationship between corporate governance, innovation and employment relations, and to carry on the work of constructing the legal datasets, by extending the period they covered from 1990 to 2010 in a number of countries. In addition, Simon Deakin and Andrea Mina completed a paper synthesising the literatures on corporate governance and innovation, and setting out hypotheses for future research . This paper was presented to conferences at the Maison des Sciences de l'Homme Paris Nord and the Monash University Centre, Prato, and to the annual conference of the Society for the Advancement of Socio-Economics. The paper will be published in a volume based on the proceedings of the Monash conference.

| Outputs for Corporate Governance and Innovation | | | |
|---|-----------------|----------------|-------|
| Chapters in books | 28 29 | Working papers | 79 81 |
| Conference papers given | 125 129 130 131 | | |

Addressing Gender Inequality through Corporate Governance

Project leader: Simon Deakin

Research Associates: Jude Browne, Dominic Chai, Colm McLoughlin

Research Assistant: Aleksandra Polanska

Project dates: 2007-10

Funding: ESRC Gender Network

Aims and Objectives

The aims of this project, which ended in 2010, were (i) to examine the role of mechanisms of corporate governance and corporate social responsibility in promoting gender equality and diversity, (ii) to compare the effects upon firm-level practices of shareholder engagement, an instance of 'reflexive' or 'soft' regulation, with the impact of 'hard' regulation deriving from equal treatment legislation, and (iii) to relate empirical findings to debates around the drawing up of the Equality Act 2010.

In addition to carrying out studies of shareholder activism and engagement on pay equity issues, we sought to compare the implementation of the equal pay principle in firms with different corporate ownership structures and across the public-private sector divide. Case studies were carried out in 20 organisations (5 listed companies, 3 LLPs, 2 not for profit, 2 universities, 2 civil service departments, and 6 local authorities). We supplemented this with a quantitative analysis, using WERS 2004, of the relationship between organisational form and gender equity policies and practices at establishment level. We also interviewed trade unions, legal practitioners and local authorities as part of a study of the factors behind the recent growth in equal pay litigation.

Results

The analysis of WERS 2004 shows that among private-sector organisations, having a stock exchange listing makes it significantly more likely that a firm will have a formal gender policy. However, being listed makes little or no difference to whether a firm monitors and reviews gender outcomes in relation to recruitment and pay. By contrast, public sector employers are significantly more likely than all private sector ones (including listed companies) both to have a formal gender policy and to monitor and review outcomes. We draw two conclusions from these results. First, there is some evidence that a stock exchange listing matters to the policies of firms. This can be interpreted as evidence of shareholder pressure on listed companies to show that they comply with good practice on matters of gender equity. However, this pressure is limited in its effects; it makes firms more likely to put in place a formal commitment on gender equality, but not, it would seem, to follow up on that through the monitoring and reviewing of outcomes. Secondly, the clear distinction, in terms of both policies and practices, between public sector organisations and the rest, suggests that 'hard' regulation has a greater impact on organisational attitudes and practices towards gender equality than 'soft regulation' based on shareholder pressure. Since the early 2000s, public sector organisations have been more directly exposed to regulatory requirements in the area of equality of treatment than private sector ones. This difference is reflected in the more extensive steps taken to promote, monitor and review gender equity policies in the public sector.

Our main finding from the case studies on shareholder activism was the limited impact of the mechanisms advocated by the Kingsmill review. On the part of investee companies, the voluntary nature of the disclosure mechanism was seen to be unsatisfactory; there was support for legal enforcement of pay audits as a means of ensuring a more effective flow of information concerning organisational practices. On the part of financial management companies, SRI-based approaches were growing in importance. Asset management firms practising SRI were using a mix of strategies to make an impact ('screening' of stocks on ethical grounds, combined with direct engagement with investee companies). However, gender equity issues had a low profile within SRI as a whole.

Awareness of the Kingsmill initiative in investment circles was low. Pension fund trustees, while aware of the importance of HRM issues when setting investment policies, were giving them a low priority in relation to other issues such as the solvency of funds at a time of retrenchment for defined benefit schemes.

Our organisational case studies suggest that governance structures matter in the sense of mediating the impact of gender equity policies on organisations. The listed companies we interviewed saw reputation as a driver of corporate practice on issues of diversity in general and gender equity in particular. However, shareholder pressure and capital market disclosure rules were seen as less important in this regard than a perception of a general 'business case' for gender equity, in particular in sectors with a predominately female customer base. The emphasis on reputation complements one of the results from our quantitative research on the impact of listing namely that listed firms are more likely than non-listed ones to have formal gender policies, but not to engage in the monitoring and review of gender equity practices and outcomes. It could be the case that reputational concerns are driving some firms to maintain the appearance of gender equity without following through on the practice. In the public sector and in universities, by contrast, our case studies suggest there was both a formal commitment to equality and regular monitoring and reviewing of outcomes, supporting the finding to the same effect from our quantitative analysis. The legal duty to promote gender equality, which applies to public sector bodies but not to private sector ones, has been a significant factor in shaping practice in the public sector. The duty to promote equality in the public sector was also having influence on firms tendering for public contracts. We found this to be a major driver of both policy and practice on the part of the LLPs we interviewed, although they also reported some uncertainty on exactly how far their performance on gender and diversity matters impacted on tendering outcomes.

Interviews with the law firms, unions and local authority employers involved in some of the largest equal pay cases, involving thousands of individual claims, have provided us with a detailed picture of the strategies of the actors concerned and of their uses of the legal framework. We found little support, even on the part of the unions, for moratoria on equal pay claims of the kind which some commentators have argued for as a way of allowing compromises to be reached through collective bargaining. Solutions to problems of delay and expense in litigation will have to work within the existing legal framework, which emphasises individualised claims.

Recent outputs

In the course of 2010-11, the project team members continued to write up the results and to disseminate the main findings. Simon Deakin, Colm McLaughlin and Dominic Chai presented results from the project at a conference on 'Making Employment Rights Effective' held at Warwick Business School in February 2011, and Dominic Chai gave a presentation at the 'Regulating for Decent Work' conference in Geneva in July 2011. Two working papers are currently being completed, one on equal pay litigation strategies and outcomes (Simon Deakin, Colm McLaughlin and Aleksandra Polanska) and one on the impact of shareholder pressure on firm-level equality policies and practices (Dominic Chai, Simon Deakin and Colm McLaughlin).

| Outputs for Addressing Gender Inequality through Corporate Governance | | | |
|---|----------------------|-------------------------|---|
| Articles | 1 3 5 6 7 8 12 21 22 | Chapters in Books | 28 29 31 32 37 48 |
| Working papers | 83 84 87 88 | Conference papers given | 119 120 125 126 127 128 129 132 148 149 |

Ethics, Regulation & Globalisation

Project leaders: Ian Jones, Michael Pollitt

Project Dates: 1999-present

Aims and Objectives

This project is examining the relationship between globalisation, business ethics and the development of regulatory policy in a number of contexts. Recent work has focused on the contribution of multinational companies to the creation of social capital and on strategies for achieving decarbonisation, and on the interface between theology and economics.

Results and Dissemination

During 2011 we published our paper suggesting that engaging individuals and changing norms of behaviour will be crucial if substantial decarbonisation is to be achieved and if the full costs of climate change and related development challenges are to be willingly met by societies around the world. Engaging individuals and changing norms fundamentally relate to individual moral values. This brings us to a consideration of how organised religion can play a role in providing the moral basis for individual action in this area. We also suggested implications for how business will need to engage with the challenges posed by decarbonisation. Our discussion links the underlying ethical issues raised by *The Economics of Climate Change* (Stern, 2007) with Vandenberg's (2005) emphasis on the need for 'personal norm activation' to engage individuals in protecting the environment.

We have also worked on the interface between theology and economics. We published a reflection on what Christian economists can learn from the credit crunch. We suggested that within a framework of moral practice, Christians should (still) embrace wealth generation. We highlighted that Christian insights on the fallenness of human beings, the need for moral purpose and the necessity of hardwiring values into organisations were all underlined by the credit crunch. We also emphasised the need to challenge the waywardness of government and politicians seeking deleterious short term advantage (through lax regulation).

We also prepared a paper on what economists and theologians have to say to each other. We argued that while theologians who write about economy tend to have limited understanding of the use value of modern economics, a positive development is that there is a trend towards economists training in theology which augurs well for future dialogue between the two disciplines. We highlight the need for theologians to engage with modern economic analysis such as game theory and econometric analysis of policy. We also suggest the scope for collaborations in areas of joint interest, such as building social capital, the credit crunch and debt and poverty reduction. In October 2011 Ian Jones was appointed as the founding Director of the Centre for Markets, Ethics and Morality at Wycliffe Hall, Oxford.

| Outputs for Ethics, Regulation & Globalisation Project | | | |
|--|------------------------|---|--|
| Articles | 16 | Chapters in books | 50 |
| Working papers | 86 | Conference papers given | 164 |
| Conferences attended | 169 170 171 172 175 | Membership of committees external to the University | 187 188 189 190 191 192 193 194 195 196 197 198 |
| Consultancy & Advice given | 200 221 222 | | |

3.Outputs

(Note: * refers to work forthcoming in reporting year 2010-11.)

Articles in refereed journals

1. Cankar, N., Deakin, S. and Simoneti, M. (2010) 'The reflexive properties of corporate governance codes: the reception of the 'comply-or-explain' approach in Slovenia' *Journal of Law and Society*, 37: 501-25.
2. Cosh, A., Fu, X. and Hughes, A. (2010), 'Organisation structure and innovation performance in different environments', *Small Business Economics*, published online 6 November. (<http://www.springerlink.com/content/lu68l8562294h102/fulltext.pdf>)
3. Cripps, F., Izurieta, A. and Singh, A. (2011) 'Global imbalances, under-consumption and over-borrowing: the state of the world economy and future policies' *Development and Change*, 42: 228-261.
4. Desyllas, P. and Hughes, A. (2010), 'Do high technology acquirers become more innovative?', *Research Policy*, 39: 1105–1121.
5. *Deakin, S. and Koukiadaki, A. (2012) 'Capability, employee voice and corporate restructuring: evidence from UK case studies' *Comparative Labor Law and Policy Journal*, forthcoming.
6. *Deakin, S. and Wilkinson, F. (2011) 'Marchés du travail, crise financière et nouvelle réglementation: les futures orientations du Droit du Travail', *L'Homme et la société*, forthcoming.
7. *Deakin, S. (2011) 'Legal evolution: integrating economic and systemic approaches' *Review of Law and Economics*, forthcoming.
8. *Didry, C. and Koukiadaki, A. (2011) 'Droit et conflits du travail dans l'Angleterre du New Labour', *L'Homme et la Société*, forthcoming.
9. Dodgson, M., Foster, J., Hughes, A. and Metcalfe, J.S. (2011), 'Systems thinking, market failure, and the development of innovation policy: The case of Australia', *Research Policy*, (<http://www.sciencedirect.com/science/article/pii/S0048733311000965>).
10. Johnston, A. (2011) 'Facing up to social cost: the real meaning of corporate social responsibility' *Griffith Law Review*, 20: 221-
11. *Johnston, A. (201) 'Corporate governance is the problem not the solution: a critical appraisal of the European Regulation on Credit Rating Agencies' *Journal of Corporate Law Studies* (forthcoming).
12. Konzelmann, S., Fovargue-Davies, M. and Sankey, D. (2010) 'Governance, regulation and financial market instability: the implications for policy' *Cambridge Journal of Economics*, 34(5): 929-54.
13. *Koukiadaki, A. (2011) "'Lost in translation': La consultation des salariés au Royaume-Uni après Directive 2002/14/EC' *L'Homme et la Société*, forthcoming.
14. Koukiadaki, A. (2010) 'The evolution of employee involvement in European labour law', *ERA Forum* 11(4): 601-619

15. *Njoya, W. (2011) 'Employee ownership in the European Company: reflexive law, reincorporation, and escaping codetermination', *Journal of Corporate Law Studies*, forthcoming.
16. *Pollitt, M.G. (2011) 'What Do Economists and Theologians have to say to Each Other? International Evidence', *Faith and Economics*, forthcoming.
17. Schnyder, G. (2010) 'How political institutions determine corporate governance reforms: the polity, law and corporate practices in the case of Switzerland' *New Political Economy*, 15(4), pp.565-596.
18. Schnyder, G. (2011) 'Revisiting the party paradox of finance capitalism: social democratic preferences and corporate governance reforms in Switzerland, Sweden, and the Netherlands' *Comparative Political Studies*, 44(2), pp. 184–210.
19. Schouten, M. and Siems, M. (2010) 'The evolution of ownership disclosure rules across countries' *Journal of Corporate Law Studies*, 33: 451-483.
20. Siems, M. (2010) 'The web of creditor and shareholder protection: a comparative legal network analysis' *Arizona Journal of International and Comparative Law*, 27: 747-784.
21. *Singh, A. (2011) 'Financial globalization and human development' forthcoming, *Journal of Human Development and Capabilities*.
22. Singh, A. (2011) 'Comparative advantage, industrial policy and the World Bank: back to first principles' *Policy Studies*, 32: 447-60.
23. Turner, S. and Lourenço, A. (2011) 'Competition and public service broadcasting: stimulating creativity or servicing capital?' *Industrial and Corporate Change*, doi:10.1093/ser/mwr022.
24. Zhang, J. Baden-Fuller, C. And Pool, J. (2011) 'Resolving the tensions between monitoring, resourcing and strategizing; structures and processes in high technology venture boards' *Long Range Planning*, 44: 95-117.

Books

25. *Buchanan, J., Chai, D. and Deakin, S. (2012) *Hedge Fund Activism in Japan: The Limits of Shareholder Primacy* (Cambridge: CUP), forthcoming.

Chapters in Books

26. *Barnard, C. and Deakin, S. (2012) 'Social policy and labour market regulation', in A. Menon, E. Jones and S. Weatherill (eds) *Oxford Handbook on European Union Law* (Oxford, Oxford University Press), forthcoming.
27. *Barnard, C. and Deakin, S. (2011) 'European labour law after *Laval*', in U. Iliasiuk (ed.) *Before and After the Economic Crisis: What Implications for the 'European Social Model'?* (Cheltenham: Edward Elgar), forthcoming.
28. *Deakin, S. and Mina, A. (2012) 'Institutions and innovation: is corporate governance the missing link?' in M. Pittard, A. Minotti and J. Duns (eds.) *Business Innovation: A Legal Balancing Act - Perspectives from Intellectual Property, Labour and Employment, Competition and Corporate Laws* (Cheltenham: Edward Elgar).
29. Deakin, S. (2011) 'Corporate governance and financial crisis in the long run', in P. Zumbansen and C. Williams (eds.) *The Embedded Firm Corporate Governance, Labour Law and Financial Capitalism* (Cambridge: Cambridge University Press).

30. Deakin, S. (2011) 'Inside pension fund governance', in P. Thornton (ed.) *Good Governance for Pension Schemes* (Cambridge: Cambridge University Press).
31. *Deakin, S., Sarkar, P. and Singh, A. (2011) 'An end to consensus? The selective impact of corporate law reform on financial development' forthcoming in M. Aoki (ed.) *Proceedings of the XVI Congress of the International Economic Association* (Basingstoke: Palgrave).
32. *Deakin, S. (2011) 'The Lisbon Treaty, the *Viking* and *Laval* Judgments, and the financial crisis: in search of new foundations for Europe's 'social market economy'', in N. Bruun, K. Loercher and I. Schoemann (eds.) *The Lisbon Treaty and Social Europe* (Oxford: Hart Publishing).
33. *Deakin, S. and Koukiadaki, A. (2011) 'Deliberative democracy and capability for voice: legal strategies for the implementation of social rights in the European Union', in O. De Leonardis and S. Negrelli (eds.) *Deliberative Democracy and Situated Capability for Voice* (Bristol: Policy Press), forthcoming.
34. *Deakin, S. and Koukiadaki, A. (2011) 'Social dialogue in the UK: Moving beyond the single channel of representation?' in J. de Munck, C. Didry, I. Ferreras and A. Jobert (eds) *Civil Dialogue, Social Dialogue : A New Connection to Change our Model of Development?* (Oxford: Peter Lang), forthcoming.
35. *Deakin, S. and Rogowski, R. (2011) 'Reflexive labour law, capabilities and the future of Social Europe', in R. Rogowski, R. Salais and N. Whiteside (eds.) *Transforming European Employment Policy: Labour Market Transitions and the Promotion of Capability* (Cheltenham: Edward Elgar), forthcoming.
36. Deakin, S. (2010) 'Labour law and the legal construction of gender in historical perspective', in C. Kollonay-Lehoczky, I. Schömann and B. Veneziani (eds.) *Mélanges à la mémoire de Yota Kravaritou* (Brussels: ETUI).
37. Deakin, S., McLaughlin, C. and Chai, D. (2011) 'Gender inequality and reflexive law: the potential of different regulatory mechanisms for making employment rights effective', in L. Dickens (ed.) *Making Employment Rights Effective* (Oxford: Hart Publishing), forthcoming.
38. Deakin, S. (2010) 'Empirical research on labour and employment laws', in P. Cane and B. Kritzer (eds.) *Oxford Handbook of Empirical Legal Research* (Oxford: Oxford University Press).
39. Deakin, S. (2011) 'The evidence-based case for labour regulation', in S. Lee and D. McCann (eds.) *Regulating for Decent Work: New Directions in Labour Market Regulation* (Geneva: ILO).
40. Deakin, S. (2011) 'The contribution of labour law to economic and human development', in G. Davidov and B. Langille (eds.) *The Idea of Labour Law* (Oxford: OUP).
41. *Deakin, S. (2011) 'The law and economics of employment protection legislation', in C. Estlund and M. Wachter (eds.) *The Law and Economics of Labor and Employment Law* (Cheltenham: Edward Elgar), forthcoming.
42. Deakin, S. (2010) 'Contracts and capabilities: an evolutionary perspective on the autonomy-paternalism debate' *Erasmus Law Review*, 3: 141-153
43. Fagnäs, S. (2010) 'Labor law, judicial efficiency and informal employment in India' *Journal of Empirical Legal Studies*, 7: 282-321
44. Hughes, A., Moore, B.C. and Ulrichsen, T.(2011) 'Evaluating Innovation Policies: A Case Study of the Impact of Third Stream Funding in the English Higher Education Sector' Colombo, M et al (eds) *Science and Innovation Policy for the New Knowledge Economy* Edward Elgar London.
45. Johnston, A. (2010) 'Varieties of corporate governance and reflexive takeover regulation', in U. Bernitz and W-G Ringe (eds.), (2010, OUP)' in U. Bernitz and W-G Ringe (ed), *Company Law and Economic Protectionism* (Oxford: OUP, 2010).

46. Konzelmann, S. and Wilkinson, F. (2011) 'The conflicting logic of markets and the management of production', in P. Zumbansen and C. Williams (eds.) *The Embedded Firm: Labour, Corporate Governance and Finance Capitalism* (Cambridge: Cambridge University Press).
47. Koukiadaki, A. (2010) 'The regulation of fixed-term work in Britain', in R. Blanpain, T. Araki, and H. Nakakubo (eds) *Labor Policy on Fixed-term Employment Contracts* (Deventer: Kluwer Law International).
48. *McLaughlin, C. and Deakin, S. (2011) 'Equality law and the limits of the 'business case' for addressing gender inequalities', in J. Scott, S. Dex and A. Plagnol (eds.) *Gendered Lives: Gender Inequalities in Production and Reproduction* (Cheltenham: Edward Elgar), forthcoming.
49. *Martin, Bill 'A New Look at New Cambridge: Will the UK Private Expenditure Function Stand Up?' in *Contributions in Stock-Flow Modelling: Essays in Honour of Wynne Godley*, edited by D. Papadimitriou and G. Zezza, New York, NY, Palgrave Macmillan.
50. Pollitt, M.G. (2011), 'Green values in communities: how and why to engage individuals with decarbonisation targets' in C.N.Pitelis, J.Keenan and V.Pryce (eds.), *Green Values, Green Business and Sustainability*, Abingdon: Routledge.
51. *Singh, A. (2011) 'Globalization, openness and economic nationalism: analytic and conceptual issues', Foreword in *Globalization and Economic Nationalism in Asia* (Oxford: OUP, forthcoming).
52. Singh, A. (2011) 'The economic and financial crisis of 2008-2010: the international dimension', forthcoming in G. Epstein and M. Wolfson (ed.) *The Oxford Handbook of the Political Economy of Financial Crises* (New York: OUP).
53. Singh, A. and Zammit, A. (2011) 'Labour standards and economic development', in J. Michie (ed.) *Handbook of Globalisation 2nd*. ed. (Cheltenham: Edward Elgar).
54. Singh, A. and Zammit, A. (2011), 'The global economic and financial crisis: which way forward?', in P. Arestis, R. Sobreira and J.L. Oreiro, (eds.) *An Assessment of the Global Impact of the Financial Crisis* (Basingstoke: Palgrave Macmillan).

Research Reports

55. Abreu, M., Grinevich, V., Hughes, A. and Kitson, M. (2009), *Knowledge Exchange between Academics and the Business, Public and Third Sectors*, Centre for Business Research, University of Cambridge, Cambridge.
56. Abreu, M., Grinevich, V., Hughes, A., Kitson, M. and Ternouth, P. (2008), *Universities Business Knowledge Exchange*, Council for Industry and Higher Education and Centre for Business Research, London and Cambridge.
57. Connell, D. and Probert, J. (2010), [Exploding the Myths of UK Innovation Policy: How 'Soft Companies' and R&D Contracts for Customers Drive the Growth of the Hi-Tech Economy](#), Research Commissioned on Behalf of the East of England Science and Industry Council by the East of England Development Agency. CBR, University of Cambridge.
58. Cosh, A. and Zhang, J. J. with Bullock, A. and Milner, I. (2011) *Open Innovation choices- What is British Enterprise doing?*, UK~IRC, Cambridge
59. Hughes, A., Kitson, M., Bullock, A. and Milner, I. (2010), *Knowledge Exchange between Arts and Humanities and the Private, Public and Third Sectors: A comparative perspective; An interim report to the Arts and Humanities Research Council* Sept 2010, Centre for Business Research, University of Cambridge, Cambridge.

60. Hughes, A., Kitson, M., Bullock A. and Milner I. (2010), *Knowledge Exchange between Arts and Humanities and the Private, Public and Third Sectors: A comparative perspective; Second interim report to the Arts and Humanities Research Council Oct 2010*, Centre for Business Research, University of Cambridge, Cambridge.
61. Hughes, A., Kitson, M., Probert, J., Bullock A. and Milner I. (2011), *Knowledge Exchange between Arts and Humanities and the Private, Public and Third Sectors: A comparative perspective; Final report to the Arts and Humanities Research Council March 2010*, Centre for Business Research, University of Cambridge, Cambridge.
62. Hughes, A., Kitson, M and Probert,J. with Bullock, A and Milner, I.(2011) *Hidden Connections: Knowledge Exchange between the Arts and Humanities and the Private Public and Third Sectors* AHRC and CBR London, May
63. Hughes, A. and Kitson, M. with Bullock, A. and Milner, I. (2010) *Knowledge Exchange between Arts and Humanities and the Private, Public and Third Sectors: A comparative perspective*, An Interim Report to the Arts & Humanities Research Council, Centre for Business Research, Cambridge
64. Hughes, A, Kitson, M. and Probert, J. with Bullock, A. and Milner, I. (2011) *Knowledge exchange between arts and humanities and the private, public and third sectors*, A Report to the Arts & Humanities Research Council, Centre for Business Research, Cambridge
65. Hughes, A., Kitson, M. and Probert,J. with Bullock, A and Milner, I.(2011) *Hidden Connections: Knowledge Exchange between the Arts and Humanities and the Private Public and Third Sectors* AHRC and CBR, May 2011.
66. Hughes, A., Moore, B. and Ulrichsen, T. (2010), [The Higher Education Knowledge Exchange System in the United States](#), A report to HEFCE by PACEC and the Centre for Business Research, University of Cambridge, July.
67. Hughes, A., Moore, B. and Ulrichsen, T. (2010), *Knowledge Exchange and the Generation of Civic and Community Impacts*, A report to HEFCE by PACEC and the Centre for Business Research, University of Cambridge, April.
68. Hughes, A., Moore, B. and Ulrichsen, T. (2010), *Synergies and Trade-offs between Research, Teaching and Knowledge Exchange*, A Report to HEFCE by PACEC and the Centre for Business Research, University of Cambridge, April.
69. Hughes, A., Moore, B. and Ulrichsen, T. (2010), *The Intellectual Property Regime and its Implications for Knowledge Exchange*, A report to HEFCE by PACEC and the Centre for Business Research, University of Cambridge, January.
70. Hughes, A., Moore, B. and Ulrichsen, T. (2009), *The Evolution of the Infrastructure of the Knowledge Exchange System*, A report to HEFCE by PACEC and the Centre for Business Research, University of Cambridge, December.
71. Hughes, A., Moore, B. and Ulrichsen, T. (2009), [Evaluation of the Effectiveness and Role of HEFCE/OSI Third Stream Funding: Culture Change and Embedding Capacity in the Higher Education Sector Toward Greater Economic Impact](#), A report to HEFCE by PACEC and the Centre for Business Research, University of Cambridge.
72. Martin, Bill, 'Is the British economy supply constrained? A critique of productivity pessimism' UK~IRC, CBR Special Report, July 2011.

Working papers

73. Bryceson, D., Sarkar, P., Fennell, S. and Singh, A. (2010) 'Globalisation, structural adjustment and African agriculture: analysis and evidence' CBR WP No. 414, December.
74. Buchanan, J., Chai, D. and Deakin, S. (2011) '*Informal institutions and the limits to convergence in corporate governance: the reception of hedge fund activism in Japan*' paper in progress.
75. Buchanan, J. and Deakin, S. (2010) 'Pension fund governance: the future of the trust model in UK defined-benefit corporate pension schemes', paper in progress.
76. Chai, D., Deakin, S., Sarkar, P. and Singh, A. (2011) 'Corporate governance, legal origin and the persistence of profits', working paper, in progress.
77. Cosh, A. and J.J. Zhang, 2010. 'Open innovation and business performance: A study of US manufacturing and knowledge intensive business services'.
78. Cripps, F., Izurieta, A. and Singh, A. (2011) 'Global imbalances, under-consumption and over-borrowing: the state of the world economy and future policies' CBR WP No. 419, March.
79. Deakin, S. (2010) 'Corporate governance and financial crisis in the long run', CBR WP No. 417, December 2010.
80. Deakin, S., Sarkar, P. and Singh, A. (2011) 'An end to consensus? The selective impact of corporate law reform on financial development' CBR WP No. 423, June.
81. Deakin, S. and Mina, A. (2011) 'Institutions and innovation: is corporate governance the missing link?' CBR WP, forthcoming.
82. Deakin, S. and Koukiadaki, A. (2011) 'Capability, employee voice and corporate restructuring: evidence from UK case studies' CBR WP series, December, forthcoming.
83. Deakin, S., McLaughlin, C. and Chai, D. (2011) 'Gender inequality and reflexive law: the potential of different regulatory mechanisms for making employment rights effective' CBR Working Paper, September (forthcoming).
84. *Deakin, S., McLaughlin, C. and Chai, D. (2011) 'Corporate governance, gender equality and family-friendly practices in British firms' working paper in progress.
85. Hughes, A. and Mina, A (2010) 'The Impact of the Patent System on SMEs' CBR Working Paper WP411 September
86. Jones, I. (2010), *What lessons should Christian Economists learn from the Credit Crunch?*, Roundtable Discussion, Association of Christian Economists UK, Discussion Paper 004, p.1-18.
87. Konzelmann, S., Forvargue-Davies, M. and Schnyder, G. (2010) 'Varieties of liberalism? Anglo-Saxon capitalism in crisis' CBR WP No. 403, June 2010.
88. McLaughlin, C. and Deakin, S. (2011) 'Equality law and the limits of the 'business case' for addressing gender inequalities' CBR Working Paper No. 420, June.
89. Njoya, W. (2010) 'Employee ownership in the European Company: reflexive law, reincorporation, and escaping codetermination' CBR WP No. 416, December 2010.
90. Schouten, M. (2010) 'The mechanisms of voting efficiency' CBR WP No. 410, September.
91. Singh, A. (2011) 'Financial globalization and human development' CBR WP No. 421, June.
92. Singh, A. and Zammit, A. (2010) 'The global economic and financial crisis: a review and commentary' CBR WP No. 415, December.

Other publications (eg) Book Reviews, pamphlets

93. Connell, D, The Role of TICs in Rejuvenation British Industry; Submission to House of Commons Science and Technology Committee Enquiry into Technology and Innovation Centres; Dec 2010
94. Connell, D, Written submission to House of Lords Science and Technology Committee Enquiry into Procurement as a Tool to Stimulate Innovation ; December 2010
95. Connell, D, Verbal Evidence given to Committee on 21st December 2010
96. Hughes, A. (2010), 'The Multi-faceted Role of Universities', ESRC Society Now, Summer 2010 Issue 7, In Focus: p.8.
97. Hughes, A. (2010), '[Universities, industry and society: The multiple Role of Higher Education in Britain](#)', Britain in 2010 (*ESRC Newsstand Magazine*), p.33, November.
98. Kitson, M. (2009), '[The myth of the ivory tower](#)', Research Fortnight, 18 November, p.16
99. Singh, A. (2011) 'Roots of disaffectation in Punjab'. Book review of Pritam Singh's 'Federalism, Nationalism and Development: India and the Punjab Economy', *Economic and Political Weekly* 46(5), January-February 2011.

Surveys

100. Bullock, A. and Milner, I. (2010) Open Innovation – postal survey June to November.

Datasets created, software written

101. Bullock, A. and Milner, I. (2011) UK~IRC Open Innovation survey dataset
102. Zhang JJ, Created a new OI survey dataset containing information on 1202 UK businesses' open innovation practices and outcomes (5-999 employees), covering both manufacturing and business services sectors.

Workshops held/attended

103. Connell, D., 24 March 2011; organised and chaired workshop for John Denham, Shadow Secretary of State for Business Innovation and Skills on Policy to Support S&T Companies involving invited group of Cambridge entrepreneurs
104. Connell, D., 3 Aug 2010; participated in workshop on innovation policy for David Willetts MP at BIS
105. Connell, D., 6 September; participated in workshop on 'Improving the UK Innovation System' organised by David Evans for TSB at NESTA
106. Connell, D., 10 Nov 2010; spoke at Workshop on Role of Innovation in Stimulating Economic Growth organised by EEDA
107. Hughes, A., Innovation Policy and Clusters Seminar, Workshop organised for the Rt Hon David Willetts MP, Minister of State for Universities and Science, 10 September 2010.
108. Hughes, A. with CSaP organised an Innovation Workshop held at the Institute for Government, 2 Carlton Gardens, London, 25 November 2010.
109. Kitson, M., Li, Cher and Zhang J. organised a UK~IRC Early Career Researcher Workshop in the frontiers of innovation research, Sidney Sussex College, Cambridge, 13 September 2010

110. Kitson, M. organised a joint UK~IRC / BIS CIS Data Workshop, Murray Edwards College, Cambridge, 27 January 2011.
111. Mina A., UK-IRC Open Innovation Workshop, Queens College, Cambridge, 7-8th July 2011.
112. Mina A., Darwin College, University of Cambridge, Research Methods and Proposals Development Workshop, 17 December 2010
113. Zhang J. Presented at Innovation Research Initiative Governance Group Seminar, 20 October 2010, NESTA, London
114. Zhang J. Presented at Evidence-based innovation policy& practice workshop, Cambridge, UK, Dec 2010
115. Zhang J. Presented at Open innovation research forum held at Institute of Manufacturing (IfM), Cambridge University, April 2011
116. Zhang J. Held OI report launch, NESTA, London, June 2011
117. Zhang J. Presented at OECD NESTI meeting, Paris, June 2011
118. Zhang J. Held Open innovation Cambridge workshop, Queen's College, Cambridge U, 7-8th July 2011

Conference Papers given

119. Buchanan, J., Chai, D. and Deakin, S. (2011) *'Informal institutions and the limits to convergence in corporate governance: the reception of hedge fund activism in Japan'* paper presented to *Asian Law and Economics Association conference, Hong Kong University, July.*
120. Chai, D., McLaughlin, C. and Deakin, S. (2011) *'Corporate governance, gender equality and family-friendly practices in British firms'* presented to the *Regulating for Decent Work conference, ILO, Geneva, July 2011.*
121. Connell, D, 27/28 February; presentation on *'Alternatives to Silicon Valley; How R&D Services can Provide a Stepping Stone to Building New Industries'* at *British Council UAE Innovation Policy Dialogue in Dubai*
122. Connell, D, 13 April 2011; speech to *European Competitiveness Council (Member State Industry Ministers)* advocating EC funding of €1 billion to cofund EU SBIR programme
123. Connell, D, Also chaired workshop of 10 member state ministers and senior officials on *EU financial support programmes for SMEs (ie venture capital, bank loan guarantees etc)*
124. Connell, D, 23 May 2011; spoke at high level *Institute of Technology and Engineering workshop on procurement based innovation and SBRI, alongside Mark Prisk MP*
125. Deakin, S. and A. Mina *'Institutions and Innovation: Is Corporate Governance a Missing Link?'*,
126. Deakin, S. and Koukiadaki, A. (2011) *'Capability, employee voice and corporate restructuring: evidence from UK case studies'*, presentation to *Voices at Work Conference, Oxford, July.*
127. Deakin, S., Sarkar, P. and Singh, A. (2011) *'An end to consensus? The selective impact of corporate law reform on financial development'*, invited paper presented at the *XVI Congress of the International Economic Association, Beijing, July 2011.*
128. Deakin, S. and Koukiadaki, A. (2011) *'Reflexive approaches to corporate governance: The case of Heathrow Terminal 5, Uppsala Forum for Peace, Democracy and Justice seminar series, Uppsala University, Uppsala 28 April.*

129. Deakin, S. and Mina, A. (2011) 'Institutions and innovation: is corporate governance the missing link?' presented to the Workshop on 'Innovation, Governance and Finance: Current Issues and New Challenges', Maison des Sciences de l'Homme, University Paris Nord, Paris, 8-9 November 2010.
130. Deakin, S. and Mina, A. (2011) 'Institutions and innovation: is corporate governance the missing link?' presented to the Conference on *Business Innovation: A Legal Balancing Act?* Monash University Prato Centre, 2-4 May 2011.
131. Deakin, S. and Mina, A. (2011) 'Institutions and innovation: is corporate governance the missing link?' presented to the Conference on *Business Innovation: A Legal Balancing Act?* SASE conference, Madrid, June.
132. Deakin, S., McLaughlin, C. and Chai, D. (2011) 'Gender inequality and reflexive law: the potential of different regulatory mechanisms for making employment rights effective', paper presented to MERE conference, Warwick, February 2011.
133. Hughes, A. and Kitson, M. (2011), *Hidden Connections Knowledge exchange between the arts and humanities and the private, public and third sectors*, RCUK Staff Seminar, Swindon, 24 August.
134. Hughes, A. (2011), *Shaping National Innovation Systems: Cargo Cults and the Evidence Base*, 2011 Gulf Research Meeting: Workshop 7: Shaping the Gulf National Innovation Systems, King's College, Cambridge, 8 July.
135. Hughes, A. (2011), *University-Industry Links: Science and Innovation Policy: Lessons from the UK and the US*, China Executive Education Programme, Møller Centre, Cambridge, 7 July.
136. Hughes, A. (2011), *Evidence on Knowledge Exchange in UK Science, Engineering, the Humanities and the Social Sciences: A Cross-Disciplinary Perspective*, TIP-OECD Workshop on Knowledge Networks and Markets, OECD, Paris, 15 June 2011.
137. Hughes, A. (2011), *Current Thinking in Investigating Impact*, Investigating Academic Impact Conference, London School of Economics, 13th June 2011.
138. Hughes, A. (2011), *Social Scientists and Knowledge Exchange in the UK: A comparative analysis with "STEM" disciplines*, 61st Political Studies Association Annual Conference Transforming Politics: New Synergies, Novotel London West, 19 - 21 April.
139. Hughes, A. (2011), *Why the arts and humanities matter*, CRASSH SPECIAL EVENT: The Arts and Humanities: Endangered Species? Placing value beyond the fiscal, CRASSH, 17 Mill Lane, Cambridge, 25 February.
140. Hughes, A. (2011), *The Higher Education Knowledge Exchange Systems in the United States and the UK: Some Implications of recent research findings*, Meeting of the Innovation and Emerging Technologies Policy Panel, Savoy Place, London, 23 February.
141. Hughes, A. (2011), *Transferring Knowledge between Universities and the Public and Private Sector: The Role played by Academics*, ESRC Conference on Facilitating and supporting public services innovation: what do we know and what do we need to know University of Bath, 11 February.
142. Hughes, A. (2010), *Re-thinking Impact: Private and Public R&D in an Age of Austerity*, UK~IRC Innovation Summit, Judge Business School, Cambridge, 7 December.
143. Hughes, A. (2010), *University-Industry Links and Science Innovation Policy in the UK*, Seminar organised by JST National Institute of Science and Technology Policy (NISTEP), Tokyo, 29 November.

144. Hughes, A. (2010), *University-Industry Links and Science Innovation Policy in the UK*, Seminar at ITEC, Doshisha University 1 December.
145. Hughes, A. (2010), *The Higher Education Knowledge Exchange Systems in the United States and the UK: Some Implications of recent research findings*, Conference: Universities and their Regional Impacts: Making a Difference to the Economy and Society, Edinburgh, 17 November.
146. Hughes, A. (2010), *Science Funding and the UK Economy: The Evidence Base*, Invited presentation at the House of Commons Science and Technology Committee: Seminar on the Relationship between Science Funding and the UK, Portcullis House, London, 25 October.
147. Hughes, A. (2010), *The Future, The Cambridge Phenomenon Conference*, Wellcome Trust Centre, Hinxton, 5th October.
148. Konzelmann, S. (2010) *'Varieties of liberalism: Anglo-Saxon capitalism in crisis?'* *Proceedings of the Conference on Corporate Governance and the Global Financial Crisis*. The Wharton School, University of Pennsylvania, Philadelphia, September 2010.
149. Koukiadaki, A. (2011) *'Information, consultation of employees and European Works Councils, Summer Course on European Labour Law*, European Academy of Law, Trier: 5-8 July.
150. Li, C., Mina, A., Tether, B. and K. Wennberg, *'Diversification and Human Capital as Antecedents of Internationalization amongst Professional Service Firms'*:
151. Mina, A., Probert, J. and J.S. Metcalfe, *'Business Experimentation through Corporate Venture Capital'*:
152. Mina A, EC FP7 'FINNOV - Finance, Innovation and Growth' Annual Conference, Economics Institute, Prague, 19-20th May 2011
153. Mina, A., Lahr, H. and A. Hughes, *'The Demand and Supply of External Finance for Innovative Firms'*:
154. Mina A., EC FP7 'FINNOV - Finance, Innovation and Growth' Annual Conference, Economics Institute, Prague, 19-20th May 2011
155. Mina A., AoM Annual Conference, San Antonio, Texas, 12-16th August 2011
156. Mina A., DRUID Summer Conference 2011, Copenhagen Business School, Copenhagen, 15-17th June 2011
157. Mina A., *'Professional Services: Innovation and Practices'* UK-IRC and AIM Workshop, Imperial College London Business School, 10-11 March 2011
158. Mina A., Academy of Management Annual Meeting, Montreal, 6-10 August 2010
159. Mina A., SASE Annual Conference 2011, Universidad Autónoma de Madrid, Madrid, 23rd-25th June.
160. Mina A., *'Innovation, Governance and Finance: Current Issues and New Challenges'*, Maison des Sciences de L'Homme/CNRS Paris Nord International Conference, Paris, 8-10 November 2010.
161. Mina A., SASE Annual Conference 2011, Universidad Autónoma de Madrid, Madrid, 23rd-25th June.
162. Mina, A., Bascavusoglu-Moreau, E. and A. Hughes, *'Open Innovation in Services'*:
163. Mina, A., UK-IRC Open Innovation Workshop, Queens College, Cambridge, 7-8th July 2011.
164. Pollitt, M., gave a talk on *'What Do Economists and Theologians have to say to Each Other? Some Evidence'* at the Association of Christian Economists Annual Conference, July 2010.

165. Probert, J., Connell, D. and A. Mina 'The Contribution of R&D Service Firms to the High-tech Economy',
166. Wennberg, K., Tether, B., Li, C. and A. Mina 'The Determinants of Diversification in Professional Service Firms: Evidence from the UK Design Sector':

Conferences attended

167. Bullock, A. attended the Making Connections: Knowledge Exchange and Arts and Humanities Research conference, London, 17th May, 2011
168. Bullock, A. attended the launch of the Open Innovation Choices – What is British Enterprise doing? report at NESTA, London, 22 June, 2011
169. Jones, I, and Pollitt, M, attended the Annual Study Group meeting of the Association of Christian Economists at Sidney Sussex, Cambridge, July 2010.
170. Jones, I., attended Centre for Reputation Conference, Henley, November 2010
171. Jones, I., attended Conference of the Centre for Tomorrow's Company, March 2011
172. Jones, I., attended Centre for International Business Conference at Henley Business School, Reading, April 2011
173. Milner, I. attended the launch of the Open Innovation Choices – What is British Enterprise doing? report at NESTA, London, 22 June, 2011
174. Mina A., 'Professional Services: Innovation and Practices' UK-IRC and AIM Workshop, Imperial College London Business School, 10-11 March 2011 (invited discussant).
175. Pollitt, M., organized the Annual Study Group meeting of the Association of Christian Economists at Sidney Sussex, Cambridge, July 2010.

Presentations given

176. Bullock, A. presentation to 1st year PhD students at JBS on 15 February 2011
177. Milner, I. presentation to 1st year PhD students at JBS on 15 February 2011

Membership of Committees external to the University

178. Connell, D., Member of Advisory Group to Labour Party Review of Industry and Enterprise Policy Led by John Denham MP: meetings with members of shadow BIS ministerial team etc
179. Connell, D., Member of NHS East Innovation Council
180. Connell, D., Member of NHS East/TSB/EU SBRI Programme Management Board (This Programme won a Regional Innovation award from NHS in November 2010)
181. Connell, D., Board member: SIMUL8 Corporation Ltd until Dec 2010
182. Connell, D., Chairman Opportunity Links Ltd
183. Hughes, A., Member, EPSRC Manufacturing Strategy Group
184. Hughes, A., Member, EPSRC Strategic Advisory Network Group

185. Hughes, A., Member, Advisory Panel, Excellence Initiative, Wissenschaftsrat, Federal Republic of Germany
186. Hughes, A., Member, Prime Minister's Council for Science and Technology
187. Jones, I., is an Affiliated member of Centre for Institutional Performance, Henley Business School, University of Reading Henley Business School; Visiting academic fellow, at the John Madejski Centre for Reputation.
188. Jones, I., is a Member of Academy of International Business, European Association of International Business, Strategic Planning Society, Consultants Group at Ridley Hall, Cambridge, Institute of Business Ethics, University Association for Contemporary European Studies, The Devonshire House Management Club, and the Centre for Tomorrow's Company.
189. Jones, I., is Chair of standing committee, St Andrew's Church, North Oxford.
190. Jones, I., is a Trustee of Muslim-Christian Centre in Oxford.
191. Jones, I., is a Member of Oxford Deanery Synod.
192. Jones, I., is an Honorary Life Member, International Continental Church Society
193. Jones, I., is Vice President of the Lee Abbey Movement
194. Pollitt, M., advises Dr Peter Heslam, Transforming Business, Faculty of Divinity, Cambridge.
195. Pollitt, M., is a member of CIBAM, Cambridge.
196. Politt, M., is Convenor of the Association of Christian Economists, UK, Annual Conference.
197. Pollitt, M., is a member of the PCC and co-chair of the Transform Project Steering Group, Holy Trinity Church, Cambridge.
198. Pollitt, M., is a member of the Corporate Responsibility Advisory Group of Centrica plc.

Visitors

199. Bullock, A. and Milner, I. met with Alison Holmes, Dun & Bradstreet at the CBR, 20 July, 2011.

User Contacts

Consultancy and Advice given (paid or unpaid)

200. Hughes, A., Kitson, M. and Bullock, A. met with the AHRC Research Team (Walker, C. and Hereford, A.), Cambridge, 3 September 2010.
201. Hughes, A. met with Professor Mark Dodgson, Director, Technology and Innovation Management Centre, University of Queensland Business School, 10 August 2010 and 14 January 2011.
202. Hughes, A. met with Professor Yoshifumi Nakata, Director General, ITEC, Doshisha University, 14 August 2010 and 2 November 2010.
203. Hughes, A. met with Dr Andy Leonard, VP of BP, 21 September 2010.
204. Hughes, A. met with Dr Pei-Chun Lee, assistant researcher of Science and Technology Policy Researcher and Information Center, National Applied Research Laboratories, Taiwan, 21 September 2010.

205. Hughes, A. met with Dr Bob Sorrell, VP for Public Partnerships at BP, 30 September 2010 and 18 July 2011.
206. Hughes, A. met with The Rt Hon David Willetts MP, Minister of State for Universities and Science, and The Rt Hon Jeremy Hunt MP, British Secretary of State for Culture, Olympics, Media and Sport, to discuss CST Digital Futures Project, 18 October 2010.
207. Hughes, A. met with Hiroyuki Kodama from McKinsey to discuss CBR work on University-Industry Links, 21 October 2010.
208. Hughes, A. met with Shad Turney, Chief Economist in the Investment Management Group of Comac Capital LLP, 22 October 2010.
209. Hughes, A. met with Dr Adam Heathfield, Director of Science Policy (Europe), Pfizer Inc., 15 November 2010.
210. Hughes, A. met with Professor C. Raj Kumar, Vice Chancellor, O.P. Jindal Global University, India, 14 January 2011.
211. Hughes, A. met with Dr Celia Caulcott, Director, Innovation and Skills, Biotechnology and Biological Sciences Research Council, 16 February 2011.
212. Hughes, A. met with Stephen Aldridge, Director of Strategy and Innovation, Department for Communities and Local Government (CLG), on 18 February 2011.
213. Hughes, A. met with Jon Sussex, Rand Europe and Deputy Director, Office of Health Economics, on 21 February 2011.
214. Hughes, A. met with Sir Adrian Smith, Director General for Innovation, BIS, on 22 February 2011.
215. Hughes, A. met with Graham Pendlebury, Director, Greener Transport & International, Department of Transport, on 5 May 2011.
216. Hughes, A. met with Alan Pratt, Director, Science, Eng. And Techn., Home Office, on 23 May 2011.
217. Hughes, A. met with Dickie Whitaker, Director, Financial Services Knowledge Transfer Network, on 23 May 2011.
218. Hughes, A. and Kitson, M. met with Dr Mendoza, Director of the Mexico City Institute, on 4 July 2011.
219. Hughes, A. met with Professor Rongping, University of Beijing, and Professor Yoshifumi Nakata, ITEC, Doshisha University, on 11 July 2011.
220. Jones, I., was a Tutor in Corporate Governance on MBA and marking student papers in reputation and relationships and corporate governance, Henley Business School.
221. Jones, I., was a college tutor in Management for Said Business School, University of Oxford.
222. Jones, I., undertook tutoring of Oxford University visiting students in global strategy, international marketing and multinationals in their communities.
223. Kitson, M. met with Bruno Ferrari, Mexican Minister of Economy, 20 January 2011.
224. Mina A., Member of the UK Council for Industry and Higher Education (CIHE) and UK-IRC working group of the *Task Force 'Enhancing Value: Getting the Most out of UK Research'*, <http://www.cihe-uk.com/>.
225. Mina A., Member of the Centre for Science and Policy's Policy Fellows Network, University of Cambridge, <http://www.csap.cam.ac.uk/>.

226. Mina A., Submission of evidence to HM Treasury and BIS consultation document 'Financing a Private Sector Recovery', December 2010. <http://www.bis.gov.uk/assets/biscore/corporate/docs/f/10-1242-financing-business-growth-response.pdf>.

Media Coverage

Newspapers

227. Deakin, S. (2011) *Good Governance for Pension Schemes* (ed. P. Thornton and D. Fleming), contributor, reviewed by John Hutton, *Financial Times*, August 2011.
228. Deakin, S. (2011) *Good Governance for Pension Schemes* (ed. P. Thornton and D. Fleming), contributor, reviewed, *Pensions World*, August 2011.
229. Deakin, S. (2011) article citing research, 'Quand trop de flexibilité tue l'économie' *Le Monde*, 21 March 2011: <http://lemonde-emploi.blog.lemonde.fr/2011/03/21/quand-trop-de-flexibilite-du-travail-tue-leconomie/>.
230. Hughes, A., Moore, B. and Ulrichsen, T. (2010), *Times Higher Education Supplement*, *Britannia rules the knowledge-transfer waves*. A study comparing knowledge transfer on both sides of the Atlantic has debunked the myth that UK universities languish behind their American counterparts when it comes to making money from academic research. Overall, the study, compiled by Alan Hughes, director of the University of Cambridge's Centre for Business Research, and the consultancy PACEC, finds that there are more similarities than differences between the two countries.
231. Martin, B. (2011) Coverage of 'Is the British economy supply constrained? A critique of productivity pessimism'.
232. Martin, B. (2011) *The Guardian*, 17th/18th July, Larry Elliott, 'Is Osborne's luck about to run out?' <http://www.guardian.co.uk/business/2011/jul/17/economics-osborne-uk-structural-deficit>.
233. Martin, B. (2011) *Evening Standard*, 21st July, Anthony Hilton, 'There's a method in Mervyn's motives', <http://www.thisislondon.co.uk/markets/article-23971872-theres-a-method-in-mervyns-motives.do>.
234. Martin, B. (2011) *The Economist*, 21st July, 'The faltering economy. Making do with less' <http://www.economist.com/node/18989337>.
235. Martin, B. (2011) *The Observer*, 24th July, William Keegan, 'Eurozone will not be saved by logic, however remorseless' <http://www.guardian.co.uk/business/2011/jul/24/eurozone-not-saved-logic>.
236. Martin, B. (2011) *The Sunday Times*, 31st July, David Smith, 'We keep on working but we've lost our mojo' Except entitled 'Idle hands: Will Britain get back to productivity growth?' available from <http://www.economicsuk.com/blog/001463.html#more>.
237. Martin, B *The Financial Times*, 2nd September, Martin Wolf, 'Britain must escape its longest depression' <http://www.ft.com/cms/s/0/c6c14d92-d332-11e0-9ba8-00144feab49a.html#axzz1Wh2WQRIO>.

MPhil & PhD students supervised (incl.topic)

238. Deakin, S. supervised S. Dahan, 'The governance of EU social policy: from open coordination to financial stabilisation' (Ph.D., Law).
239. Zhang, J., 2nd supervisor of PhD student Nelli Theyel titled 'open innovation in clean energy sector'

Training courses attended

240. Milner, I. attended the Word 2007 for Beginners course on 3 May 2011.
241. Milner, I. attended the Word 2007 course 'Taking control of document design' on 2 June 2011.
242. Milner, I. attended the Regression analysis in STATA course on 14 June 2011.
243. Mina A and Lahr H, UK Office of National Statistics – VLM Update and Secure Data Service (SDS) Training

4. Staff

Below is a list of academic and support staff in post between August 2010 and July 2011 (name, research programme(s), grade, and the destination of staff leaving the CBR since that date, where known)

Research Staff

Elif Bascavusoglu-Moreau, Enterprise and Innovation Research Fellow
 Mabel Brodrick-Okerere, corporate governance, Research Assistant (Ph.D. studies, Cambridge)
 John Buchanan, corporate governance, Research Associate
 Anna Bullock, enterprise and innovation, corporate governance, Survey and Database Manager
 David Connell, enterprise and innovation, Senior Research Fellow
 Andy Cosh, enterprise and innovation, corporate governance, Assistant Director
 Simon Deakin, corporate governance, Assistant Director
 Alan Hughes, enterprise and innovation, corporate governance, Director
 Isobel Milner, enterprise and innovation, corporate governance, Assistant Database Manager
 Andrea Mina, enterprise and innovation, Senior Research Fellow
 Aleksandra Polanska, corporate governance, Research Assistant (legal practice, Warsaw)
 Jocelyn Probert, enterprise and innovation, Senior Research Fellow
 Joanne Zhang, enterprise and innovation, Research Fellow

Administrative Staff

Irmi Hahne, Director's PA
 Philippa Millerchip, UK~IRC Events Coordinator
 Sue Moore, Administrative Secretary
 Rachel Simpson, Press Officer
 Rachel Wagstaff, Secretary
 Louis Wenham, Accounts Clerk (employed via University Financial Agency)

5. Visiting Fellows

Ben Martin, University of Sussex
Ryoko Sakuraba, Kobe University
Prabirjit Sarkar, Jadavpur University, Kolkata
Evgenya Weike, University of Oldenburg
Virginie Xhaufclair, University of Liège

Short-term visitors are reported under individual projects.

6. Research Associates

Research associate status may be conferred on project leaders and members of projects who do not otherwise have a position in the CBR, and to former members of the CBR research staff who are still involved in the relevant projects. This category includes personnel in other University of Cambridge departments as well as from outside the University of Cambridge; these affiliations are indicated below. The following were research associates in the period 2009-10 (University of Cambridge unless otherwise stated):

John Armour (University of Oxford)
Catherine Barnard (Faculty of Law)
Dominic Chai (Korean National University)
Brian Cheffins (Faculty of Law)
Ken Coutts (Faculty of Economics)
Panos Desyllas (University of Manchester)
Graham Gudgin (Regional Forecasts Ltd)
Paul Guest (Birkbeck, University of London)
Xiaolan Fu (University of Oxford)
Antara Haldar (Columbia University)
John Hamilton (CBR)
Jonathan Haskel (Imperial College, London)
John Hendry (Birkbeck, University of London)
Andrew Johnston (University of Queensland)
Ian Jones (Brasenose College, Oxford and London Business School)
Jodie Kirshner (Faculty of Law)
Martin Kilduff (Judge Business School)
Michael Kitson (Judge Business School)
Suzanne Konzelmann (Birkbeck, University of London)
Aristea Koukiadaki (University of Manchester)
Colm McLaughlin (University College, Dublin)
Bill Martin (former Chief Economist UBS Global Asset Management, member of the Financial Services Consumer Panel)
Viviana Mollica (Durham University)
Stan Metcalfe (CBR)
Barry Moore (PACEC)
Tim Minshall (Cambridge Entrepreneurship Centre)
Yoshi Nakata (Doshisha University, Kyoto, Japan)
Wanjiru Njoya (London School of Economics)
Stephen Pratten (King's College, London)
Bob Rowthorn (Faculty of Economics)
Ammon Salter (Imperial College, London)
Paul Sanderson (Department of Land Economy)

Gerhard Schynder (Kings College, London)
Samantha Sharpe (CBR)
Mathias Siems (Durham)
Ana Siqueira (Graziadio School of Business and Management, Pepperdine University)
Ajit Singh (Faculty of Economics)
Keith Smith (Imperial College, London)
Rod Spires (PACEC)
Bruce Tether (University of Manchester, Institute of Innovation Research and Business School)
Tomas Ulrichsen (PACEC)
Hugh Whittaker (Doshisha University and University of Auckland)
Frank Wilkinson (Birkbeck, University of London)

7. Advisory Board

(as of 31 July 2011)

Dr Gerald Avison
Chairman
The Technology Partnership

Dr Steve Brawley
Chief Executive
Joint Industry Board for the Electrical Contracting Industry

Mr Matthew Bullock (Chairman)
Chief Executive
Norwich and Peterborough Building Society

Professor Brian Cheffins
Faculty of Law
University of Cambridge

Dr Andy Cosh
Assistant Director
Centre for Business Research
University of Cambridge

Professor Paul Davies
Allen & Overy Professor of Corporate Law
University of Oxford

Professor Simon Deakin
Assistant Director
Centre for Business Research
University of Cambridge

Dr Reg Hinkley
Bursar, Christ's College Cambridge
(ex -Chief Executive BP Pension Fund)

Dr Sean Holly
Director of Research
Faculty of Economics, University of Cambridge

Professor Alan Hughes
Director
Centre for Business Research
University of Cambridge

Mr Andrew Kilpatrick
Director for Project Design and Appraisal
European Bank for Reconstruction and Development

Dr Ray Lambert
Department for Business, Innovation, Universities and Skills

Professor Geoff Meeks
Acting Director
Judge Business School
University of Cambridge

Ms Kate Nealon
Non-Executive Director
HBOS plc

Dr. Raj Rajagopal
Non-Exec Director, Bodycote Plc, Dyson Plc and W.S. Atkins Plc

Professor Gavin C Reid
Founder/Director Centre for Research into Industry, Enterprise, Finance and the Firm (CRIEFF)
School of Economics and Finance
University of St Andrews

Professor Robert Rowthorn
Faculty of Economics, University of Cambridge

Professor Paul Stoneman
Warwick Business School

Mrs Sue Moore (Secretary)
Administrative Secretary
Centre for Business Research

8. Committee of Management

(as of 31 July 2011)

Dr Brendan Burchell
Faculty of Social and Political Sciences
University of Cambridge

Professor Brian Cheffins
Faculty of Law
University of Cambridge

Dr Andy Cosh
Assistant Director
Centre for Business Research
University of Cambridge

Professor Simon Deakin
Assistant Director
Centre for Business Research
University of Cambridge

Professor Lindsay Greer (Chairman)
Professor of Materials Science
University of Cambridge

Professor Mike Gregory
Director
Institute for Manufacturing
University of Cambridge

Professor Andrew Harvey
Chairman
Faculty of Economics
University of Cambridge

Dr. Sean Holly
Director of Research
Faculty of Economics
University of Cambridge

Professor Alan Hughes
Director
Centre for Business Research
University of Cambridge

Professor Ron Martin
Department of Geography
University of Cambridge

Professor Geoff Meeks
Acting Director
Judge Business School
University of Cambridge

Professor Peter Tyler
Department of Land Economy
University of Cambridge

Mrs Sue Moore (Secretary)
Centre for Business Research
University of Cambridge

9. Performance Indicators

The following Tables contain details of key performance indicators. They are mostly as agreed in the original contract with the ESRC. With the end of core funding, these are no longer binding on the CBR, but we continue to benchmark our performance by reference to them.

A. PUBLICATIONS

| <i>Year</i> | 1994-95 | 1995-96 | 1996-97 | 1997-98 | 1998-99 | 1999-2000 | 2000-01 | 2001-02 | Jan-Dec 2003 | Jan-Dec 2004 | Jan 2005-July 2006 | 2006-07 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | Total No. |
|---|---------|---------|---------|---------|---------|-----------|---------|---------|--------------|--------------|--------------------|---------|---------|---------|---------|---------|-----------|
| Refereed journal articles | 26 | 16 | 35 | 24 | 44 | 42 | 38 | 35 | 33 | 33 | 23 | 31 | 28 | 26 | 30 | 15 | 479 |
| Books | 8 | 7 | 9 | 6 | 4 | 5 | 10 | 4 | 7 | 9 | 5 | 8 | 5 | 8 | 3 | 0 | 98 |
| Chapters in books | 31 | 30 | 38 | 41 | 17 | 39 | 37 | 23 | 29 | 9 | 12 | 19 | 8 | 11 | 15 | 17 | 376 |
| Other publications | 51 | 48 | 55 | 59 | 88 | 72 | 52 | 70 | 52 | 53 | 48 | 17 | 34 | 30 | 57 | 45 | 831 |
| Datasets (deposited at the ESRC Data Archive) | 0 | 1 | 0 | - | 1 | 0 | 5 | 3 | 8 | 3 | 1 | 1 | 0 | 6 | 2 | 0 | 31 |

**Totals shown exclude books, chapters, articles, and papers which were in draft, in press or forthcoming as of 31 July 2011*

B. EXTERNAL DISSEMINATION

| <i>Year</i> | 1994-95 | 1995-96 | 1996-97 | 1997-98 | 1998-99 | 1999-2000 | 2000-01 | 2001-02 | Jan-Dec 2003 | Jan-Dec 2004 | Jan 2005-July 2006 | 2006-07 | 2007-08 | 2008-09 | 2009-10 | 2010-11 | Total |
|---------------------------------|---------|---------|---------|---------|---------|-----------|---------|---------|--------------|--------------|--------------------|---------|---------|---------|---------|---------|-------|
| Conference papers | 48 | 117 | 75 | 77 | 72 | 48 | 54 | 126 | 75 | 112 | 76 | 81 | 100 | 76 | 79 | 48 | 1264 |
| Radio and TV | 4 | 12 | 6 | 5 | 20 | 2 | 3 | 3 | 4 | 1 | 1 | 1 | 1 | 0 | 2 | 0 | 65 |
| Newspapers, magazines, websites | 8 | 17 | 15 | 12 | 32 | 6 | 11 | 11 | 14 | 3 | 13 | 6 | 4 | 1 | 17 | 11 | 181 |

C. STAFF RESOURCES

| Year | 1994-95 | 1995-96 | 1996-97 | 1997-98 | 1998-99 | 1999-2000 | 2000-01 | 2001-02 | Jan-Dec 2003 | Jan-Dec 2004 | Jan 2005-July 2006 | 2006-07 | 2007-08 | 2008-09 | 2009-10 | 2010-11 |
|-----------------------|---------|---------|---------|---------|---------|-----------|---------|---------|--------------|--------------|--------------------|---------|---------|---------|---------|---------|
| Research Staff | | | | | | | | | | | | | | | | |
| 1. Individuals | 14 | 16 | 20 | 25 | 21 | 23 | 19 | 21 | 22 | 26 | 25 | 18 | 20 | 18 | 16 | 13 |
| 2. FTEs† | 11.5 | 13.5 | 15.5 | 19 | 19 | 14.5 | 13.5 | 18.5 | 14 | 12.15 | 17.7 | 11.6 | 14.1 | 11.9 | 9 | 8.8 |
| Support Staff | | | | | | | | | | | | | | | | |
| 1. Individuals | 11 | 11 | 12 | 11 | 11 | 10 | 10 | 7 | 8 | 8 | 7 | 7 | 6 | 6 | 7 | 6 |
| 2. FTEs | 4 | 4 | 5 | 5 | 5 | 4.5 | 4.5 | 5.25 | 4.75 | 4.75 | 4.5 | 4.0 | 3.6 | 3.6 | 4.25 | 3.6 |

† Including a notional allocation representing a proportion of the time of the Director and Assistant Directors (0.4 FTE in each case)

* In 2010 the CBR reviewed its research associate list and redefined the category to include continuing substantive involvement in current projects and publications. This led to a reduction in numbers of individuals formerly listed for example as parts of collaborative networks, as well as normal reductions due to retirement etc.

D. FINANCIAL RESOURCES

| Year | 1994/95 to 1998/99 | 1999/2000 | 2000/01 | 2001/02 | Jan-Dec 2003* | Jan-Dec 2004 | Jan 2005 - July 2006* | Aug 06 – Jul 07 | Aug 07 – Jul 08 | Aug 08 – Jul 09 | Aug 09 – Jul 10 | Aug 10- Jul 11 | Total |
|-----------------------------------|-----------------------|-----------|---------|-----------|------------------|-----------------|--------------------------|--------------------|--------------------|--------------------|--------------------|-------------------|------------|
| ESRC Core Funding | 2,228,060 | 438,431 | 494,660 | 730,320 | 530,880 | 544,219 | 58,436 | 0 | 0 | 0 | 0 | 0 | 5,025,006 |
| Other ESRC Funding | 379,251 | 31,525 | 8,851 | 83,129 | 40,793 | 29,300 | 79,835 | 284,103 | 379,176 | 319,151 | 488,684 | 579,654 | 2,703,452 |
| Funding from Host Institutions | 228,358 | 50,880 | 52,500 | 65,625 | 50,343 | 57,104 | 75,955 | 0 | 10,915 | 0 | 60,000 | 60,000 | 711,680 |
| Other Funding Total of which: | 777,094 | 218,690 | 386,294 | 515,370 | 350,819 | 570,867 | 484,357 | 263,959 | 391,708 | 366,791 | 479,043 | 355,754 | 5,140,746 |
| 1. OST and other RCs | 0 | 0 | 0 | 0 | 0 | 10,000 | 31,217 | 37,390 | 74,737 | 158,106 | 161,023 | 197,030 | 669,503 |
| 2. UK foundation | 378,349 | 79,163 | 63,159 | 200,430 | 279,768 | 440,560 | 204,989 | 40,592 | 53,850 | 33,463 | | 15,609 | 1,789,932 |
| 3. UK industry/commerce | 42,279 | 17,661 | 51,869 | 60,007 | 0 | 0 | 27,121 | 5,500 | 0 | 0 | 0 | 0 | 204,437 |
| 4. UK local authority | 0 | 0 | 0 | 0 | 12,000 | 0 | 36,050 | 6,500 | 25,500 | 51,375 | 103,675 | 4,639 | 239,739 |
| 5. UK Central Government | 175,981 | 54,604 | 134,426 | 65,802 | 0 | 78,360 | 109,915 | 102,940 | 91,711 | 0 | 17,262 | 15,203 | 846,204 |
| 6. UK health | 0 | 0 | 0 | 0 | 0 | 0 | 12,766 | 0 | 0 | 0 | 0 | 0 | 12,766 |
| 7. UK voluntary | 18,006 | 0 | 0 | 0 | 0 | 0 | 2,056 | 0 | 0 | 0 | 0 | 0 | 20,062 |
| 8. EU | 116,966 | 461 | 6,421 | 28,876 | 26,662 | 22,861 | 19,972 | 52,890 | 120,316 | 95,915 | 149,195 | 76,896 | 717,431 |
| 9. Other Overseas | 45,513 | 66,801 | 130,419 | 160,255 | 32,389 | 19,086 | 40,271 | 18,147 | 25,594 | 27,932 | 47,887 | 26,377 | 640,671 |
| Overall Total | 3,612,763 | 739,526 | 942,305 | 1,394,444 | 972,835 | 1,201,490 | 698,583 | 548,062 | 781,799 | 685,942 | 1,027,727 | 975,408 | 13,580,884 |

All sums are expressed in £s. *special reporting periods (see annual reports for 2003 and 2005-6).