

# Harriet Bell

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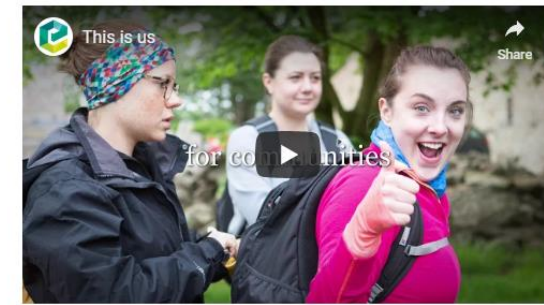
*@EmeraldGlobal*

# About Emerald

- Founded by academics who had also worked in a corporate setting
- Authentic principles of real-world application and inclusive research practice
- Heavily applied subject fields – business and management, social sciences, education
- Global authorship & readership
- Current formats of digital journals, books and cases, plus a new open research platform

## Our story

Our brand is rich and deeply rooted, shaped over 50 years of experience, understanding and experimentation. Our pioneering spirit holds true today as we continue to champion fresh thinkers in a new academic market era. All these things have played a part and influence who we are today.



1967 1982 1984 1992 1993 2000 2001 2007 2011 2015 2017 2019

### 1967

Dr Keith Howard, OBE, and a group of academics from University of Bradford, set up as Management Consultants Bradford with a belief in growing management research. By the next year they had acquired their first journal for just £1!



### Excellence

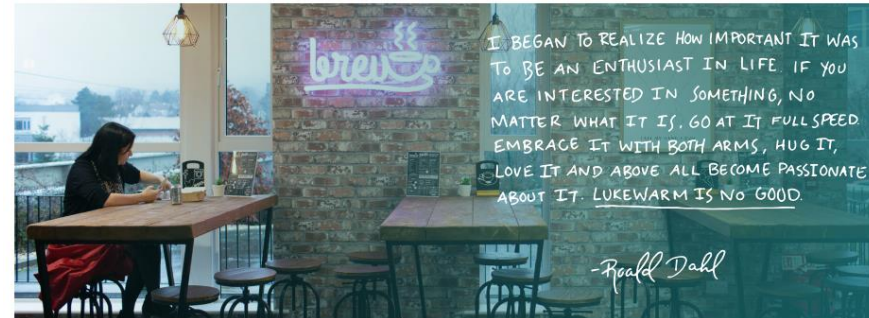
Always pursuing greatness, we take pride in everything we do.

### Ambition

We strive to go beyond what's possible to delight our customers.

### Purpose

Our entire motivation is to help our communities achieve better outcomes.



### Curiosity

We listen, learn and challenge the status quo, paying attention to the details that matter.

### Trust

Our open and responsive culture empowers people, creating transparency, responsibility and respect.

### Individuality

We have a strong sense of character, independence and spirit.





seeing a new  
future

# The landscape is changing

- Publication of research through journals is 350yrs old. Have we innovated enough in this time?
- In recent years, the impetus has been for publication to support research evaluation through measures such as the impact factor and citation
- Times are changing
- The ecosystem is increasingly open – all actors within the value chain need to adapt
- Not all things are equal – there are challenges around global equity, pace and funding
- There are also challenges around incentives – part of this means changing perceptions that publication in high impact journals is the only metric that counts
- Consumers of research, and their needs, are also changing – we need to offer increased flexibility, choice and personalisation
- We need to modernise



# We want to think about impact differently

- For years, “impact” has been synonymous with the “impact factor”
- This is one measure of research quality and research worth; it has its benefits and its drawbacks
- It also relates solely to journal outputs, rather than other research assets
- Funders, researchers and institutions are now starting to think differently
- Funders are looking for real return on investment – what provable benefit does research have on the real world?
- This movement is at different stages globally, but gaining traction
- It links heavily to open research in its broadest sense – removing barriers and ensuring access to research globally and across disciplines





# Impact extends beyond academic metrics

Influence >	Attention >	Change >
<p><b>Influence as evidence in:</b></p> <ul style="list-style-type: none"><li>• Citations</li><li>• Further research</li><li>• Reviews</li><li>• Academic success</li><li>• Funding opportunities</li><li>• Teaching</li></ul>	<p><b>Attention in:</b></p> <ul style="list-style-type: none"><li>• Social media</li><li>• Main-stream media</li><li>• Consultancy</li><li>• Word-of-mouth</li></ul>	<p><b>Change in:</b></p> <ul style="list-style-type: none"><li>• Industry</li><li>• Practice</li><li>• Policy</li><li>• Public opinion</li><li>• Behaviour</li></ul>

# What does this mean?

Research institutions and publishers need to re-think:

- **Remember why we exist:** The role of the research ecosystem is to **communicate results and to foster debate (develop the critical mind!),** rather than to serve research evaluation (*Global Young Academy, 2018*)
- **But think differently:** We need to **change the way research is communicated** and **overcome disciplinary confinement**
- **Create the future together, not in siloes:** Underpinned by trust





getting ready



# A manifesto for change

## real impact manifesto

### We are committed to supporting meaningful, real world impact.

For over 50 years, research impact has sat at the heart of Emerald's business. Emerald's core ethos is making a difference through research, and we are proud of our heritage supporting the communication of research for policy and practice.

With a sector increasingly full of pressure and expectation, we recognise the challenges faced by colleagues in connecting research to impact. We also recognise that traditional markers of influence such as citations are not

sufficient to tell the story of impact. Emerald feels strongly that we have a key role and responsibility in not only supporting the impact agenda, but also in challenging outdated approaches to measuring effects.

Emerald will now lead the publishing charge towards meaningful impact. We will continue to work with our global author network to publish research which makes a difference, and invest further in the research community to support real world change.

#### Emerald commits to:

1. **Support** the community of practice to overcome barriers to impact, working in partnership with key agencies to strengthen connections between research and society.
2. **Challenge** simplistic and outdated approaches to impact, shifting beyond metrics and celebrating impact of all shapes and sizes.
3. **Drive** impact literacy in the research sector - including within Emerald itself - championing knowledge and skills development, and developing new tools and innovative approaches.

#### Join us in making a difference.



*Vicky Williams*

Vicky Williams.  
CEO, Emerald Publishing  
On behalf of the Directors



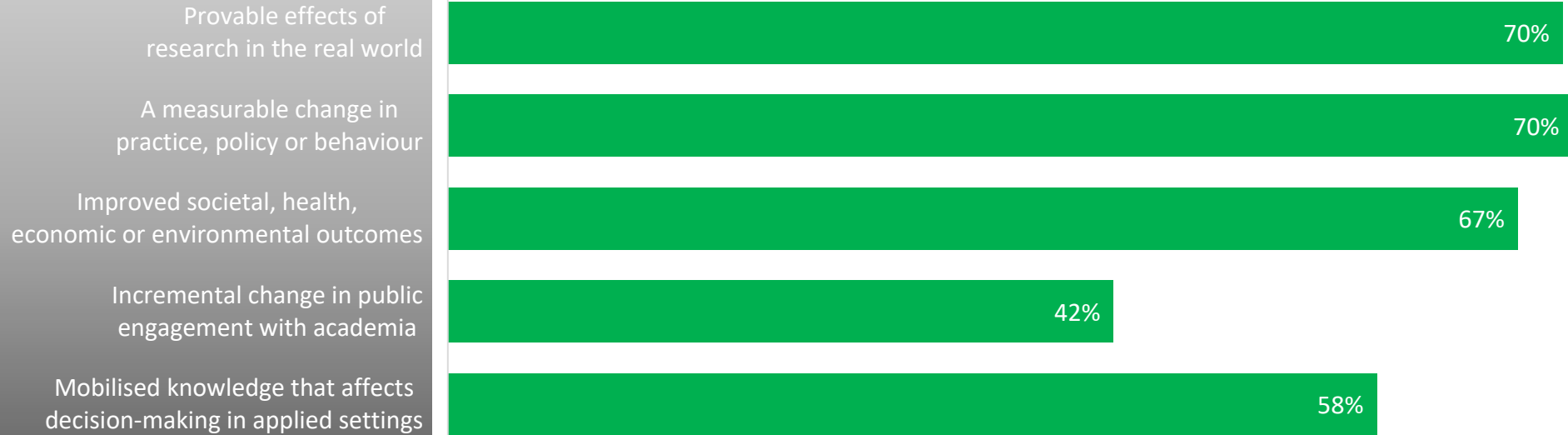
# Research and practice: on parallel roads



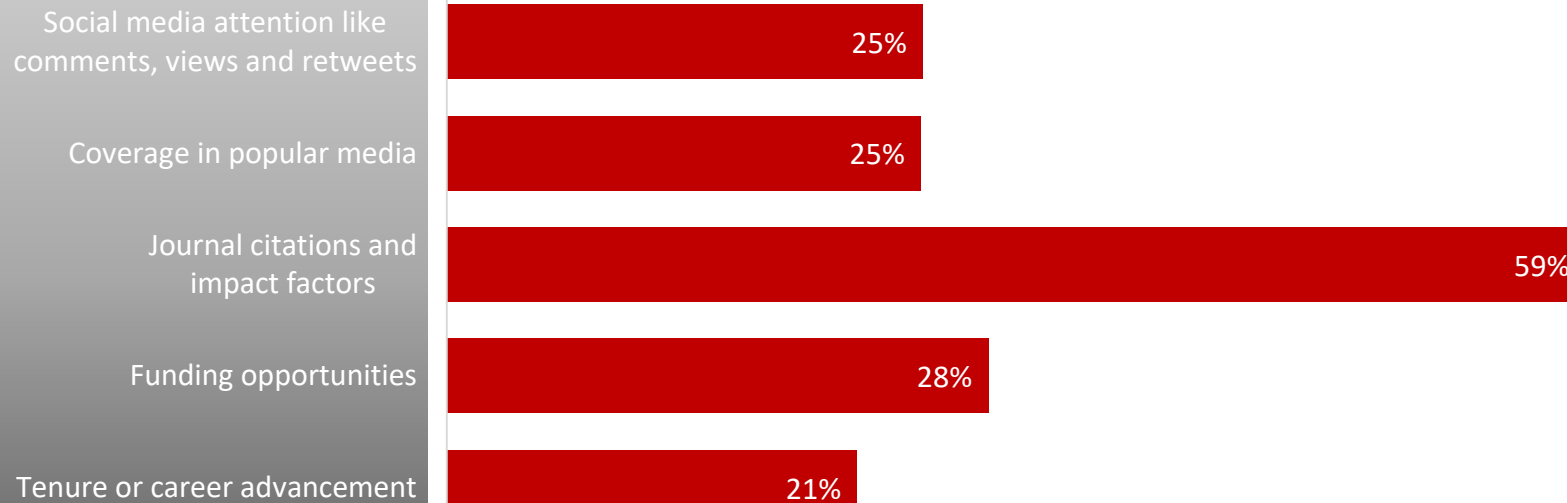
- In a global survey of 1,600 Emerald authors:
  - 97% said they believe their research has relevance outside academia
  - 65% agree that co-creation with non-academics can produce highly-cited research
  - Only 36% said they felt incentivized to engage with non-academics
  - Only 15% said incentives from their organization had been their reason to enter into an existing collaboration

# To most, impact is about influencing change

## Change



## Influence & Attention



# Anecdotal feedback

The need for measuring impact cannot be overemphasised. I was in academia for over 10 years conducting research at very theoretical and abstract levels. Now that I'm in the corporate world for over 6 years, I realized most research I have conducted cannot be readily translated into practice due to its complexity and abstractness. To promote measurable change, it's important that scholars collaborate with practitioners to carry out real-world research studies/projects.

A lot of work is done on impact e.g. of policies and programs, but much less on research impact; there is growing recognition that current academic institutions are poorly equipped to support research that is authentically engaged with non-academic organisations and questions. In fact, most research institutions do the opposite - they actively dis-incentivise this engagement despite a rhetoric of 'partnership' and 'impact'.

Indicators are useful. However, writing and publishing are not enough to really contribute to societies problems/solutions. More action is required. Currently, the system looks like 'a show'. We need to put our hearts again to what, some of us, love, research linking with a social and personal purposes



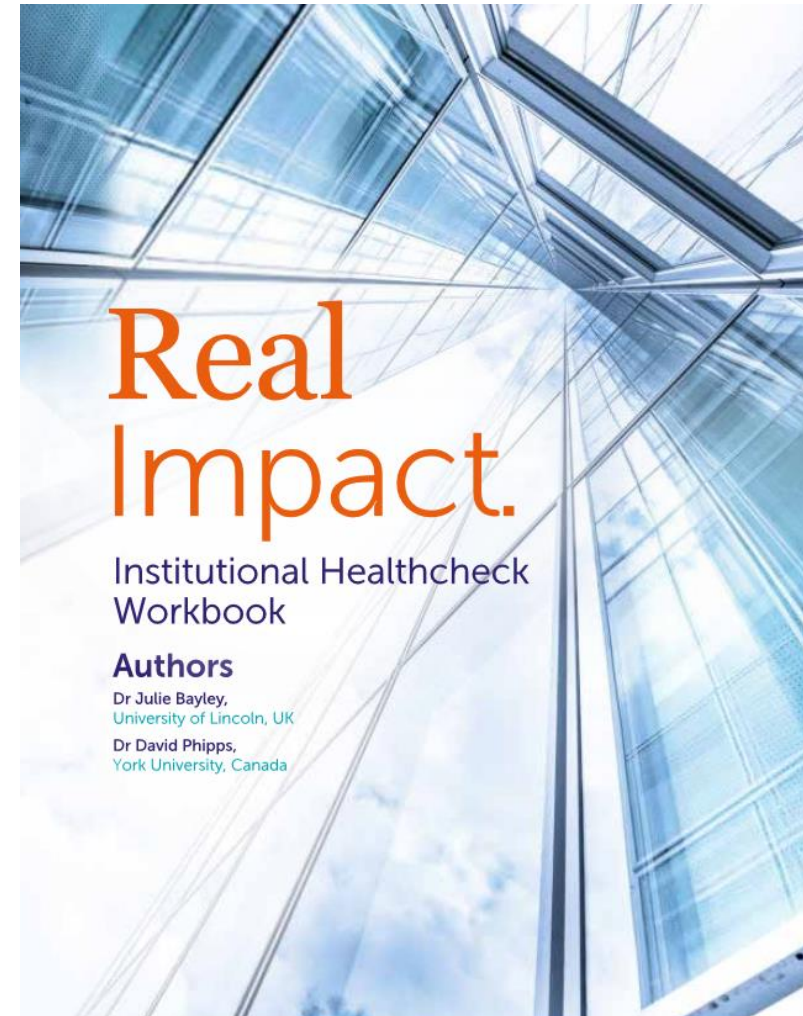
# Creating conditions for impact to thrive

- Social sciences are often the “poor cousin” to STEM subjects in terms of funding and profile
- Change needs to be well-thought through and **sustainable**
- Emerald is:
  - Developing our content offer – aligning to UN Sustainable Development Goals, interdisciplinarity, co-production, new research assets
  - Launching a new research platform offering flexibility and choice
  - Launching six Open Research Gateways
  - Developing a service offer – beta launch of Impact Literacy toolkits in 2019
  - A recent signatory of DORA
  - Celebrating Real Impact through awards, now in year two
  - Developing our understanding in tandem with our Impact Council
  - Offering free resources through our Real Impact site

<https://www.emeraldpublishing.com/>



# Impact health check



# Impact healthy institution



# Diagnosis & prescription

1. Diagnose health of institution through one of these lenses	2. Prioritise and write your prescription
Commitment	
Connectivity	
Co-production	
Competencies	
Clarity	





# 5 groups of 3



- Split 5 Cs across the groups
- Each group to select one of their institutions
- 15 minutes to do the diagnosis
- 15 minutes to prioritise and choose one approach
- 5 minutes to report back

