Enhancing the Impact of Publishing on Knowledge Sharing & Innovation: An Exploratory Workshop

Friday 27th January 2012

REPORT

GATIC
Global Advanced Technology Innovation Consortium (GATIC)

Emerald Group Publishing Ltd
Background and workshop rationale

This report describes an exploratory workshop conducted on January 27, 2012 at the National Liberal Club, London, UK. The workshop, entitled *Enhancing the Impact of Publishing on Knowledge Sharing and Innovation*, was intended to review issues and challenges to innovation and consider the form, business model and potential of a new media to increase the accessibility and impact of management research publishing. It brought together a deliberately small and mixed group of key people with relevant experience and perspective including from higher education and research, practice, information management and analysis, libraries, journalism and publishing (see appended participant bios.) There is a growing belief that a new approach is required to stimulate and connect communities of interest, applied research and practice. It is anticipated that this could enable more effective ways to share research and information among scholars and with practitioners, improve research and industry developments, provide clearer contributions to the economy and affect policy decisions.

The emerging vision is that the new approach would address and engage industry and academic users and research/knowledge producers and would emphasize publication but also enhance activity including both on-line and in-person projects and applied task forces. Broadly cross-disciplinary and cross-sectored, it would be dedicated to the challenges of managing emerging (and converging) science, technology, and service models in a changing and uncertain world. Along with enhanced knowledge repository management services for libraries and corporations, a key feature might be “proactive abstracting” in which abstracts (perhaps written by journalists rather than scientists) are offered in broadly accessible language with suggestions for content application and linkage to related materials, activities and communities.

Considerations the workshop (and follow-on activity) was designed to address included the potential and expectations stemming from new IT, “big data”, the emergence of a myriad of potential competing web-enabled models, and faculty constraints from the current journal ranking and referee process. Reflecting the needed global character of the new approach, the workshop benefitted from the partnership of Emerald Group Publishing and the Global Advanced Technology Innovation Consortium (GATIC) and a preliminary event conducted by Emerald and GATIC at Northwestern University (US) in March, 2011 in cooperation with the University’s Center for Technology and Innovation Management (CTIM in the Buffett Center for International and Comparative Studies).

Emerald Group Publishing is a leading and innovative publisher of global research impacting business, society, public policy and education with over 700 titles, comprising 200 journals, over 300 books and more than 200 book series, as well as an extensive range of online products and services.) Because they do not specialize in any specific sciences, the firm is able to look across disciplines to see potential in knowledge sharing and collaboration. The Global Advanced
Technology Innovation Consortium (GATIC) brings together a worldwide partnership network of industry and academic experts from over a dozen leading universities and 120 affiliated firms in the US, UK, Asia and Middle East in the recognition that innovation has not only become increasingly essential for social and economic progress but also more and more challenging. GATIC operates as a series of virtual regional “hubs” that are truly global and driven by both industry practice and research (“industry-driven and academically informed”), and is activity-based. The joint design and conduct of this workshop allowed blending and balancing of academic and practice perspectives and maximizes the likelihood of success and impact of the workshop and evolving approach.

**Review of Workshop presentations and discussion** (see appended agenda)

**Introduction**

Rebecca Marsh (Emerald) and Mike Radnor (GATIC) introduced the workshop by highlighting the reasons as to why we are focusing on knowledge sharing and innovation. There have been a number of developments in how research is consumed in recent years and there is an increasingly strong focus on knowledge transfer as well as research output and measurement. A number of workshops have been conducted at Emerald to identify the major emerging trends and possible models that can exploit some of the perceived opportunities in the longer term. It is important that we now listen to our communities before formulating any firm plans. There are multiple perceived opportunities to improve knowledge transfer and develop models that could support the needs of those involved in research in academia as well as industry.

Some of the areas that are worth consideration when thinking through the opportunities to develop different models include:

- Peer reviewed and commissioned papers.
  It is becoming increasingly important that content that is worth reading is still quality assured but the method of peer review is likely to change.

- Research impact measured and valued differently (e.g., post review).
  Combination of statistics and qualitative review to assess importance and impact.

- Consideration of researcher profiles.

- More tangible collaboration between practice and research.

- Awards and recognition.
  How might this change and how can we demonstrate impact more effectively?

- Possibility of ‘transformed content’.
There is an increasing interest in synthesising and digesting key findings to appeal to wider audiences and increase impact.

- Use of social technologies. This may affect peer review, and ability to promote and transform research
- Partnering in innovation.

## Keynote Perspectives

Keynote Perspectives were presented to represent different stakeholder interests:

### Industry Perspectives (Bill McAllister)

Bill highlighted the challenges faced in accessing research data from different disciplines that can enable further developments and solutions.

He set out the following challenges:

- Important developments are published in journals outside the field. How can researchers find it?
- More ideas published online with no review or quality control.
- How do we change expectations born out of rankings in terms of publishing research that has impact in the “top” journals?

### Education Perspectives (Bob Johnston)

Bob highlighted the frustration with the current models of evaluating research quality purely on citation and perceived prestige of ‘A’ class journals. He highlighted the greater usefulness and readability of titles that are more specifically targeted at assisting the transfer of knowledge. This has led to the creation of a model for evaluating worth that is almost impossible to dismantle. He outlined:

- Journal rankings are a barrier – only one 4* operations journal worldwide therefore only one outlet for all operations academics?!
- There is an inverse correlation between quality journals and accessibility for academics.
- Do we need a new interface rather than a new journal?
- Researchers struggle to locate important ideas in interdisciplinary journals.

### Linking research to practise

- Should papers be accompanied by a practitioner piece/case study?
- There are developments in the medical area as the government supports bridging research and practise.
Information Management Perspectives (Amanda Spink)

Amanda highlighted the role of librarians currently:

- Intermediaries, providers and managers of information services
- Apply information technology to information service provision
- Develop new techniques in organising and accessing information
- Provide access to paper and digital journals

She pointed out the challenges that lie ahead, namely budget restrictions, the need to evolve the role to meet changing behaviours and social media and the importance of technology in finding ways to add value in knowledge sharing.

Possible new ways in thinking about knowledge sharing could include:

- New knowledge communication model
- Digital tools to identify generative research – bibliometric top 20%
- Web technologies and interfaces
- Software development – artificial intelligence?
- Social media
- Active and engaged R&D workers in this field

She suggested an activities-linked journal

- focus on the 20% of academics who are entrepreneurs
- use digital tools to find and keep these stakeholders
- need to incentivize these groups. Shouldn’t focus on the majority of academics as they are not going to provide the value.
- Spot entrepreneurial academics who do not fit in to the existing faculty set-up.

Industry needs to push universities much harder to ensure relevance.

Papers explaining lessons from other research areas can be dismissed as too didactic.

Academic/industry research is happening but it is not getting published and disseminated. A publisher needs to have great networks in both academia and also in practice for this to be achieved as a workable revenue-generating model.

Investor perspective (Rebecca Marsh)

Rebecca highlighted that the current subscription-based model is supported by budget structures and research funding structures.
No model has emerged as a strong alternative to the subscription model and it is possible that different solutions will be tailored for different community needs.

Solutions will require:

- Effective technology partner or based on open-source
- Clear understanding of stakeholder needs; how developments will affect them
- Purchasing/funding practice will not change overnight – plan for identifying models that fit with current structures as well as moving the game forwards
- Identification of a revenue stream that exceeds cost based on subscription or alternative methods of payment. PEER research indicates an article costs on average $250 to create
- Start with trial community/product.

Comments from the floor

- Think about different styles of communication which may be required for practitioners and academics.
- Can we have more video content to make it more accessible?
- Needs to look at supplementary models rather than replacing heavily academic papers which are useful.

New Perspectives

LSE impact model for social science (Amy Mollett, LSE)

Amy explained that the development of the model is a three year project, funded by HEFCE, led by Professor Patrick Dunleavy, run by the LSE Public Policy Group

It aims to develop precise methods for measuring and evaluating the impact of academic research in government, business and public sphere. It considers two types of impact:

- Academic impacts
- External impacts

Amy explained that the drive is to place research into open-access repositories and to use blogging and other social media to promote the research. She provided an example of how blogging had significantly improved usage of a paper:
The model was challenged by some members of the group due to the time required by researchers to undertake this level of marketing of their research and the difficulties that might emerge if all researchers engaged in the same level of blogging activity. There was also a discussion on ethics and whether users could steal ideas from blogs. It was noted that Creative Commons licences can be added to a blog, restricting use.

Amy reported that

- Highly tweeted articles are 11 times more likely to be highly cited
- Only 0.04% of published papers in health are reported on by the media. Is this due to Google-based policy making, pay walls and ‘translation issues’?

**Contribution of journalism to proactive abstracting (Bill Handy, Medill School of Journalism)**

Bill outlined some of the ways in which the media was promoting research and some of the developments around user-generated news. Laying a foundation for potential “proactive abstracts”, he gave examples of how journalists could explain scientific reports in ways more accessible to the general public. Bill argued the importance of considering, specifying and assessing target audiences in designing content and approach. He further stressed critical considerations for any presentation include informing a targeted audience with accuracy and thoroughness; determining the
medium (words, video, audio, photos, graphics) most appropriate for telling the story; selecting the delivery platform (print, broadcast, internet, push or pull) most likely to reach the audience; the publishing schedule, whether regular or as-needed; creating engagement such that the audience learns from the publisher, and the publisher continually learns from its audience.

Emerging IT/Analytics (Steve Legg, IBM)

Steve highlighted that one of the major challenges facing research is around data storage and archiving. This is coupled with the need to access relevant and providing linkages.

New tools are needed to assimilate the scale of content available against the human scale of understanding.

All the data produced last year was roughly equal to 200 exabytes (1 exabyte = one quintillion bytes!). Human memory equates to roughly 300MB.

IT needs to stop us getting lost in all this.

1880s – 1930s: focus on tabulating data and knowledge

1930s +: focus on IT computing of data

Last 10 years: IT learning, then cognition.

OpenGov encourages the publication of (publicly-funded) raw data. Where do universities currently store their data? There is currently no need to store, curate and share institutional raw data, but libraries are starting to get more savvy to this. Creating a new library and new taxonomies based on tagging, metadata and cataloguing.

In the ‘old days’, areas like biology and chemistry were next to each other in the library and might have encouraged interdisciplinary discussion. We need to think about how we support this in the modern world.

IBM is currently working on citation analysis, finding links between people working on similar projects.

Application of industry-derived mapping tools (Jeff Strauss, Northwestern University)

Jeff proposed that mapping tools could be utilised to structure content in a new knowledge-sharing model and be offered to users to support content analysis and
application to new contexts. He also suggested that serious games/simulations with embedded links to content could even be used as innovative interfaces stimulating users to recognize content value.

- **Mind mapping:**
  Stretch definition of research and publication search parameters/domains, identify and assess subtle relationships between diverse research and applications; recognize blurring boundaries and see where new competition and solutions might come from. A variation is already used by Web of Science; SciPlore mindmapping software also supports enhanced PDF links for research.

- **Scenario planning:**
  Enable/see research in context of how application might evolve; help recognize potential changing needs and impact of new technology.

- **Road mapping:**
  Help define how strategy plays out, identify capability needs, knowledge gaps; research/application development path.

**Breakout Workshop Group notes:**
Main themes of discussions included:

- Linking business and academia
- How to find and share innovation
- How to disseminate ‘research item’
- How to measure research impact
- Role of social media
- How can publishers ‘curate’ content for academics/practitioners
- New publishing models

Some of the models suggested included:

- Nature Communications (rejected content into OA journal)
- Journalistic (Spink: cater for different audiences; transformed content in different styles; Johnston: publisher as an ‘enabler’ to increase access and understanding)
- Supplemental (Same basic offer with different options; ‘Café Rouge’ offer; ‘Boutique Publishing’)
- Iterative (Handy: ‘Card sorting’ and ‘Prototyping’)
- iTunes (Micropayments using PayPal for students/business people)
- Innovation platform (Clare Katz idea of multi-disciplinary platform with aggregated content) – see below
- Scribd: Allow sight of article and pay to download (abstract not enough to base purchasing decision on)
Discussion: New Model / Perspectives (continued as breakout group)

The discussion centred on the idea of a multi-audience (Handy), targeted (Spink) and social media-focused (Mollett) platform that cut across traditional subject areas. This was similar to the Innovation idea suggested by Clare Katz last year, and following the discussion could be rendered thus:

Handy liked the idea of ‘curating’ content this way & extracting ‘value’ from niche area.

Breakout Groups: Audiences (1)

Discussion was fragmented, but centred on Godsman’s model of Audience, Knowledge and Impact:
This highlighted the need for publishers to ‘occupy the space’ between Audience and Knowledge to ensure all relevant aspects were communicated. Futures might vary based on the pace and nature of change in functional knowledge requirements and how much this becomes independent of universities); and the number and nature of distinct sources of knowledge (who will be the future knowledge gatekeepers and what form will they take?) The clear trend is increasingly global and interdisciplinary with continued growth in data, and technology increasingly interconnected and ubiquitous.

**Key learning points**

**Johnston:** 1) Rankings still king, 2) Inverse correlation between ‘quality’ journals and accessibility (barring HBR), 3) Top journals all discipline-specific. Also, to counteract the changes in the REF, WBS increased demand for 4* publications from 24% to 38% and hedge ‘Impact’ effect

**Spink:** Top 20% of authors are ‘generative’, i.e., they create value and push the subject forward. Need to be able as a publisher to identify these authors as they are the drivers of journals and university departments. Emerald should use digital tools to identify these drivers, and then put them in touch with industry as it needs to become more involved – need to put pressure on industry, who will put pressure on the government who will put pressure on academics to become more involved

**Beastall:** Emerald should be an ‘agent of change’ between academics and practitioners/professional institutions

**LSE:** Metrics can show wider impact; value through engagement with social media can be proven; some issues with the problem of stealing ideas and ‘quality control’ for new academics

**Handy:** Thinking of the audience – adopt a persona; ask ‘who is the bull’s-eye?’; define different audiences for different products. Create a product by identifying ‘persona’ and subject areas relevant to their job title; do research on those people; do prototyping/card sorting; iterate’ then reiterate before arriving at final product

**Legg:** Problems and opportunities of ‘big data’; need for ‘cross-linking citation tools’ to identify opportunities for collaboration between academics, and with practitioners; need to automate process of creating taxonomies

**Strauss:** Value of mind mapping, scenario planning and roadmapping tools

**Fee:** Any solution must be ‘simple, clear and effective’; Emerald can be a go-between and identify applied business processes; by creating tools and spotting trends can identify value proposition.
Breakout group – Audiences (2): industry-academia

Encouraging practitioners to write

- Discussed Emerald’s Research Connections as a way of introducing people
- Assess what encourages practitioners to write
- Practitioners are not good at writing – use other formats such as video presentations
- The Royal Society of Arts have podcast presentations that are short and digestible
- Encourage video abstracts to entice people to read the article
- There needs to be a publishing outlet for shorter articles
- It costs more than $250 for an academic to write an article if you account for all the hours of writing and research
- Practitioners do not read academic books, they just use chapters – look at iTunes model. Buy a book chapter…you may also be interested in this…
- Review the review process for academics and practitioners
- Some do not like to be blind reviewed, would rather know who is reviewing and receive feedback
- PhD students at Ashridge have to have a job and encouraged to write case studies but these are not recognised as quality.

A new model...

- There needs to be a metric for translating paper into practice
- Citations can be unreliable as people cite the right people
- What do users want from an article?
- People may buy articles/journals/books more if they could view some of the contents like Amazon
- Create a web of interest – become a digital stalker similar to LinkedIn
  - Encourage people to make connections with people with similar research area
  - Recommend new reading material – ‘we recommend this’
- Does Emerald create this or use LinkedIn?
- Have a rating/review area – ‘how useful was this article?’
- Emerald need to be a knowledge platform
  - Articles
  - Chapters
  - Presentations
  - Training
  - Journals
  - Books
- Look at Amazon and iTunes for guidance
- Create subject area blogs
  - Incorporate some of the ‘big’ names
• Encourage open dialogue around some popular articles – make them open access with an area for comments and blog. This should increase Emerald’s visibility.

• Value proposition and packaging of content and services might vary for faculty focused on teaching (pick and mix regularly updated ready to use, engaging for students; must be cheaper and easier than if faculty assembled themselves) vs. researcher (quality critical, quick access, proof of impact or faculty as authors; the model may need to offer layers of services with varying depth for different audiences)

• Increasingly the boundaries between publisher, university and consulting are blurring; competition may come from search engines, consulting firms, universities and advantage may be based on IT/feature capability which may be proprietary. In the future, there may be a few massively connected publishers and some boutique specialized information providers (which may be virtual in structure). How can the new model and Emerald be positioned?

Further suggestions:

• “Need for a ‘pop-up’ librarian who knows me”. Paid on a retainer like an attorney. Someone to rank, prioritize and filter information.

• Hire an academic to bring together a consortium of academics and practitioners.

• Need for more researcher development, supporting the academics of the future.

• Create a taxonomy for business and management and have it accredited by AACSB/EFMD to help structure content and the connections between researchers.

• Conduct further planning workshops, perhaps in other global regions.

APPENDIX

A. Agenda

B. Delegate breakdown

C. Delegate biographies
AGENDA

9:00am  Welcome and Vision
        Emerald and GATIC

9:30am  Keynote Perspectives Publication Users Panel: Needs and Potential
        A. Industry perspectives (Bill McAllister, Siemens/GATIC)
        B. Education perspectives (Bob Johnston, Warwick Business School)
        C. Libraries/Information managers (Amanda Spink, Loughborough University)
        D. Investor perspective (Rebecca Marsh, Emerald)

        Informal presentations (5-10 minutes each) followed by group discussion. Presenters will outline how knowledge sharing is changing within their fields, what are the key frustrations currently being experienced and how they hope things will have changed in 5 years time.

10:45am  Break
         Refreshments provided

11:00am  New Perspectives
         A. Media
                a. LSE impact model for social science
                   (Dr Amy Mollett, London School of Economics)
                b. Contribution of journalism to proactive abstracting
                   (Bill Handy, Medill School of Journalism)
         B. Emerging IT/Analytics, data archiving and industry-university research relationships
            (Steve Legg, IBM)
         C. Application of industry-derived mapping tools
            (Jeff Strauss, Northwestern University CTIM)

        Each presenter to give a brief (10 min) introduction to work they are doing and how this might contribute to a new knowledge communication model

12:15pm  Group Discussion
         How might these perspectives impact on research and publication?
         What might a new model look like?
         Example current/evolving approaches
1:00 Lunch

2:00 Assemble in breakout application groups
Suggested Breakouts (to be confirmed following morning discussion) will encompass the following, and use the approach outlined below*:

- Audiences (may be two groups to consider varying audience needs and implications)
- New journal model/business plan

3:30 Group reports and discussion

4:30 Wrap up and next steps discussion

5:00 Adjourn

*Charges and Issues for the Breakout Groups

1. Review/refine the general description for the group;
2. Main issues? Goals and rationales/impacts/scope; metrics?
   Opportunities/impediments? (incl. maximizing potential of IT and social media advances) How to better engage and bridge industry and academia? Implicit model?
3. Role, values add from publishing in general and Emerald in particular?
4. How might different future scenarios affect users? Who is/will be competition?
   What are important uncertainties?
5. Specific action possibilities (short-term, down the road/local-global)?
   Strategies/priorities? Resource/organizational requirements & support potentials?
6. Next steps - what, why, when, where, who & how (discussion will continue beyond workshop)
## DELEGATE BREAKDOWN

### ATTENDEES FROM THE FOLLOWING AREAS

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<th>1. New technology applications fields</th>
<th>2. Knowledge management</th>
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<td>• Smart manufacturing</td>
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| 3. Organization development          | 4. Pedagogy             |

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<th>5. Entrepreneurism and Innovation management</th>
<th>6. Service management</th>
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| 7. Library/repository management          | 8. Information sciences |

| 9. Impact of research and technology change on policy and society | 10. Journalism |

| 11. Publishing                          |                      |

### INSTITUTIONS REPRESENTED

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<th>INDUSTRY, NON-PROFIT</th>
<th>UNIVERSITIES</th>
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<td>GATIC</td>
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<td>IBM</td>
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<td>MillerCoors</td>
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<td>Scottish Institute for Enterprise (Scotland)</td>
<td>London School of Economics and Political Science</td>
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<td>Siemens</td>
<td>Northwestern University (US including from Kellogg Business School, Medill School of Journalism)</td>
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<td>Soutron</td>
<td>Riga International School of Economics and Business Administration (RISEBA - Latvia)</td>
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<td>ThinkWrite</td>
<td>University of Oxford (Said Business School)</td>
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<td>University of Cambridge (Judge Business School &amp; IfM)</td>
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<td>Queens University (Belfast)</td>
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<td>Warwick Business School</td>
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DELEGATE BIOGRAPHIES (listed alphabetically)

Shima Barakat: Judge Business School, University of Cambridge.
Research and Teaching Fellow, Centre for Entrepreneurial Learning; responsible for coordination and development of both the CfEL academic teaching and research portfolios. Founded a UK company for entrepreneurial research and consultancy for universities, foreign aid organizations and businesses, as well as two US and Egypt social enterprises. Barakat reviews for Organisation and Environment, the Journal of Management Education and the Journal of Organizational Change Management.

Graham Beastrall: Soutron.
Chairman and managing director founded Soutron in 1989. The company provides library, knowledge and information management solutions and a comprehensive range of supporting services to Corporate Libraries and Information Centres in the UK. Beastrall has more than thirty years experience in software applications and database know-how systems for corporate enterprises and professional institutes. Worked in global businesses and, in 20 years serving special libraries, has helped more than 1,000 libraries automate their systems.

Yassar Bhatti: Said Business School, Oxford University
PHD student, innovation

Rob Edwards: Emerald Group Publishing
Head, Publishing Development, responsible for launching new models and products with a specific editorial focus. He oversees the growth of the company’s publishing portfolio via launch and acquisition, and is responsible for regional publishing activity worldwide. Edwards is a trustee of the Institute for Small Business and Entrepreneurship.

Helen Evans: Emerald Group Publishing.
Conference Manager

Alistair Fee: Queen’s University, Belfast.
Professor of Marketing and Innovation. Fee is an international trade specialist with experience in over 50 countries. He studied manufacturing and marketing techniques in Afghanistan, Cuba, Kyrgyzstan, India, Zimbabwe, USA, Japan, Germany, Ireland and elsewhere. He teaches business start up, marketing, economics, innovation, leadership, creativity and negotiation for Masters, PhD & Executive students. Also, Senior Partner of Acorn International which advises companies and organizations in matters of strategy, marketing and product development.

Simon Ford: Cambridge University Institute for Manufacturing Centre for Technology Management.
Research Associate. Currently working on two projects: The managing creations and transitions project, part of the Emerging Industries Programme (EIP), in which he draws on complex systems and co-evolutionary theory to inform our understanding of industrial emergence; and Technology acquisition and protection with Letizia Mortara. This project explores the acquisition
routes and strategies that firms can use to acquire early stage technologies. Practical guidelines to overcome common challenges will be the output. Previously, Ford was an AIM Research Fellow working on the Innovation and Productivity Grand Challenge (IPGC). His research focused on how established firms generate breakthrough innovations, either through new organizational regimes or through supporting intrapreneurs.

**Fiona Godsman: Scottish Institute for Enterprise (SIE).**
CEO. SIE is the national organization for promoting and supporting enterprise and entrepreneurship in Scotland's universities. She is responsible for ensuring that SIE’s activities remain relevant, effective and supportive to both student entrepreneurs and academic staff. She serves on several committees related to enterprise and entrepreneurial education, and is a member of the Entrepreneurial Exchange and the Institute of Directors, ensuring that SIE plays a vital connecting role between academia and business within Scotland's entrepreneurial ecosystem. Fiona has held senior global positions in both small and large biotech organizations, and also has several years of research and laboratory experience in the NHS and in academia.

**Bill Handy: Medill School of Journalism, Northwestern University.**
Coordinator, Global Journalism Program. Over 30 years of experience as an editor and publishing executive working in mainstream journalism as well as niche-market periodicals, books and a dot.com start-up. Teaches science/environment/health and urban-issues reporting; consults on communications and publishing strategy. Directs graduate innovation projects such as reimagining of a journal from print to web-based.

**Yasuo Ikawa: Japan Advanced Institute of Science & Technology.**
Professor, School of Knowledge Science. 24 years in top R&D positions with Toshiba Corp. Director Management of Technology & Services Management. Leader, GATIC-Japan.

**Bob Johnson: Warwick Business School.**
Professor of Operations Management. One of the leading authorities in service operations management, specializing in the transformation of service organizations through the re-design and innovative delivery of service. Previously, held several line management and senior management posts in a number of service organizations in both the public and private sectors. A prolific writer of books, articles, cases and computer-based simulations, he also serves on the editorial boards of 10 leading journals.

**Saori Kawasaki: Japan Advanced Institute of Science and Technology**
Specializes in issues of working professionals, knowledge science and machine learning in computer science. Current project is capacity-building education program on negotiation skills in the global environment.

**Kathleen King: Ashridge Consulting.**
Business Director. The group offers support for organizational development and change. Also director of the Ashridge Business School Masters and Doctorate in Organizational Change. Previously worked in a variety of private and public sector organizations, including Nokia, Pfizer,
global banks, the retail sector, the NHS, the World Health Organization, the Medical Research Council, the Royal Mail, the London Underground and the BBC.

**Martyn Lawrence: Emerald Group Publishing**
Senior Publisher. Manages a portfolio of International Business, Regional Management and Marketing journals. He has a PhD in history from the University of York and has published several articles in books and refereed journals. In addition to his role as Publisher, Lawrence is Emerald’s Thompson Reuters (ISI) coordinator, and sits on taskforces that monitor journal rankings, trends in global higher education and the wider impact of scholarly research. A frequent contributor to international publishing workshops, he is a board member of the Baltic Management Development Association and an advisor to the EuroMed Academy of Business.

**Steve Legg: IBM.**
University Relations Manager – builds strategic relationships and fosters collaborative research including leading a working group on Research Data Archiving. 29 years with IBM, worked as a logic designer for displays and storage products, then as development manager for storage devices and systems, eventually leading company’s storage virtualization strategy & appointed Chief Technology Officer for Storage, IBM UK. Represents IBM in European and corporate fora.

**Simon Linacre: Emerald Group Publishing**
Senior Publisher. With Emerald for nine years managing its Accounting, Finance and Economics journals as a Senior Publisher. Recently, he moved to Business Development to work on projects involving community development open access publishing, and acquisitions. Linacre holds a first degree in Philosophy from St Andrews University, a postgraduate diploma in Journalism and an MA in International Business.

**Arturs Lindemanis: Riga Latvia International School of Econ. & Business Administration.**
Professor. Initially with Fortune 500 firms; in engineering & corporate executive positions in product development, manufacturing operations, technology transfer, strategic planning, mergers, and acquisitions. Formed and in 1987 took public an executive management consulting/investment firm. Acquired, controlled, or turned around six companies with annual revenues up to $27 million in biotech equipment, lasers, robotics, food processing, and apparel. Research focuses on collaborative environments leveraging contemporary technology and management systems. Teaches International Business, Project Management and Logistics.

**Rebecca Marsh: Emerald Group Publishing**
Publishing Director. Marsh was appointed as the Director of Publishing and member of the Board at Emerald Group Publishing in 2006. Prior to this appointment, she worked as a Publisher and then the Head of Editorial at Emerald. In the years that Marsh has worked at Emerald, the company has established itself as one of the foremost publishers in the social sciences and in business and management and library and information science in particular. Marsh is also the director in charge of ASLIB. ASLIB is a membership association for people who manage information and knowledge in organizations, who are not necessarily librarians. Emerald provides training, advice and networking for members, with a key focus on data.
protection, intellectual property and information governance issues. Marsh’s early career was at the British Journal of Radiology (London) and at Smith Settle publishers (Yorkshire). Marsh is also the editorial subject director for the training programme with the Association of Learned and Professional Society Publishers (ALPSP), a role she has undertaken since 2005. She also delivers editorial training as part of her responsibility at ALPSP. Marsh holds a BA degree in English Literature and an MPhil in Publishing Studies. Interests lie in improving methods of communication and dissemination of research and demonstrating value in publication process.

William McAlister: (previously) Siemens Energy.
39 years of experience in operations research, management science, R&D, financial modelling and decision analysis. Applications included new energy technology development, nuclear reactor safety, business strategy, acquisition valuation, and innovation management.

Amy Mollett: London School of Economics and Political Science
Public Policy Group. She helps coordinate a multi-year project involving a team of researchers at LSE, the University of Leeds, and Imperial College London entitled Impact of Social Sciences Project. Funded by the Higher Education Funding Council for England (HEFCE), it aims to measure and compare the impact of academic research in the social sciences on government and policymaking, business and civil society.

Pete Moore: ThinkWrite.
Director. ThinkWrite offers training to help people develop efficient means of working out what they want to say, and then see how to present that information in a way that can achieve maximum impact. Almost 20 years working as a freelance science writer, prize-winning author (15 books) and experienced communications consultant. He has won six national awards for his writing and editing and has led hundreds of courses on different aspects of writing, in the UK, The Netherlands, Germany, Belgium, Sweden and Norway.

Danielle Moran: London School Of Economics and Political Science

Michael Radnor: Kellogg School of Management, Northwestern University
45 years at Northwestern. Professor, Management & Organization (founded & chaired department for 7 years.) Directs Center for Technology & Innovation Management; Co-founder and President of GATIC. Worked for Westinghouse, Lucas Industries and Israel Aircraft Industries.

Bill Russell: Emerald Group Publishing
Senior Vice President: External Relations. Bill led the re-launch of Emerald (formerly MCB-UP Limited) in June, 2001. He has served on the Board of Emerald for 11 years. Bill joined Emerald in 2000 having held senior sales and marketing positions for the Hallmark Greeting Card Company and Castrol, a motor oil brand. In 13 years with Castrol, his mix of national and global experience included an overseas posting to Spain and management of their international motorsport programme. He is also a visiting Professor at University College, London. He starts
a PhD at Dar Exeter University focused on the role of innovation in strategic relationships in October, 2012.

**Matthew Saltzstein: MillerCoors**
Innovation Capability Manager working to enhance innovation culture after 7 years with MillerCoors in a range of marketing and brand management positions. Previously with Kraft Foods. *MBA student* Kellogg School of Management.

**Jonathan Sarmini: CASS Business School**

**Amanda Spink: Loughborough University.**
Professor of Information Science. Her research focuses on developing theories and models of information behavior and she has over 20 years experience in information science in the United States, Australia and the UK. Amanda is an international leader in information science research with 340+ publications and 6 books.

**Emma Stevenson: Emerald Group Publishing**
External Relations Executive. Stevenson managers the awards programme at Emerald, focusing on supporting early career researchers and working closely with key associations. She also coordinates Emerald’s Guide to Getting Published programme, aiming to provide education to students and junior faculty which will help them achieve their goal to get published.

**Jeffrey Strauss: Northwestern University Center for Technology and Innovation Management**
Associate Director. Industry-academic consortia formation, training, simulations. 35 years in technology management, innovation, strategic planning (particular expertise in scenario planning.)

**Jim Sutton: Emerald Group Publishing**
Senior Business Analyst.

**Shai Vyakarnam: Judge Business School, University of Cambridge.**
Director, Centre for Entrepreneurial Learning, and co-founder, AcceleratorIndia, a new international business-building company that helps fast track business expansion of technology companies in the Indian and European markets. With a focus on developing practitioner-led education for entrepreneurship, he has worked in entrepreneurship policy for the UK government, UN agencies and for the EU and World Economic Forum. He is on the editorial board of the International Small Business Journal and the Journal of Strategic Change.