KENT BUSINESS SCHOOL / OPEN FOR BUSINESS

Canterbury and Medway
Today, businesses are responding to an ever-changing list of global trends:

- shifting political and economic power blocks
- growing competition from emerging markets
- climate change
- cybersecurity threats
- critical consumer behaviour
- cutting-edge technology that stops for no one.

Now, more than ever before, businesses need to be flexible, agile, technologically innovative and financially astute in order to be successful. In addition, consumers and governments increasingly demand visible proof of corporate social responsibility adherence and ethical entrepreneurship.

Within this exciting but fast-changing economic landscape, Kent Business School offers practical advice to corporates, SMEs and not-for-profit organisations, on the best ways to prepare for, confront and manage these challenges, and create competitive advantage.

Kent Business School is part of the University of Kent, the UK’s European university, and benefits from the University’s proximity to continental Europe and its centres in Brussels, Paris, Rome and Athens. We appreciate that most businesses operate in a global marketplace. Our connections allow us to act as a bridgehead for business and management in Europe and beyond.

We are here to help you, your team and your organisation prosper.

Contact us today to find out what we can do for you.

THE UNIVERSITY OF KENT/
THE UK’S EUROPEAN UNIVERSITY

Kent is a high-ranking, research university with a reputation for academic excellence and inspirational teaching. We have two UK campuses, in Canterbury and Medway, a part-time study centre in Tonbridge, and postgraduate centres in Brussels, Paris, Athens and Rome. We are a university with an international outlook and have partnerships with top-ranking institutions in Europe and throughout the world. Our students graduate with an understanding of different cultures, attitudes and approaches, ready to become global citizens.
“Kent Business School (KBS) is a top 20 UK business school. We influence management strategies and practices. Our students are tomorrow’s entrepreneurs. Strong relationships with the business community, both in the UK and abroad, are instrumental to our reputation and credibility as a leading research and teaching institute on innovation, sustainability and responsible leadership. At KBS, we are all about business.”

Professor Martin Meyer
Director, Kent Business School
KENT BUSINESS SCHOOL

- Generates rigorous and relevant knowledge that shapes tomorrow’s management practice
- Produces innovative and sustainable solutions to organisational challenges
- Develops employable and responsible graduates and leaders who will make a difference
RESEARCH AND CONSULTANCY
Kent Business School is proud of its strong research environment. Following the Research Excellence Framework (REF) 2014, business and management at Kent was ranked 25th in the UK for research intensity by the Times Higher Education. An impressive 98% of our research was judged to be of international quality, placing us in the top quartile of the UK’s business schools.

We form strong partnerships with corporates, SMEs, not-for-profit organisations and government bodies who seek our advice on organisational performance and sustainable management. With an emphasis on entrepreneurship and innovation, we offer evidence-based strategic advice and pragmatic, workable solutions.

Sharing our knowledge
KBS shares its research knowledge with businesses in different ways. We are engaged in Knowledge Transfer Partnerships (KTPs), have long-running research projects in place and undertake consultancies where the challenge presented is less complex.

There are many advantages to working with KBS:
• we provide thorough and unbiased advice that is backed up by research
• our support is academically driven
• working with placement students allows us to obtain an insider’s view on your business.

Our research in practice
Over the next two pages, you will find case studies which illustrate just how our research feeds directly into improving actual practice in a range of businesses.

“Our KTP with KBS is at its early stages, but is already contributing significantly to operations at the Port of Dover. The additional business capability created through this work is helping us optimise traffic fluidity through Europe’s busiest international ferry port. The academic support and expertise KBS provides ensures we are always moving forward in order to deliver an enhanced service for our customers.”

Tim Waggott
Chief Executive, Port of Dover

CONTINUED OVERLEAF
COMPETITIVE ADVANTAGE THROUGH RESEARCH: CASE STUDIES

ORGANISATIONAL PERFORMANCE
(People, Management and Organisation group)

Economists argue that while productivity isn’t everything, in the long run it is almost everything. For organisations, enabling employees to flourish is likely to offer competitive advantage. Professor Yannis Georgellis explores important psychological aspects of decision-making processes that affect employee happiness, well-being, engagement, and, therefore, organisational performance. His work has been acknowledged by the Nobel Prize-winning psychologist Daniel Kahneman. Professor Georgellis’ expertise has also been sought by organisations, including the Organisation for Economic Co-operation and Development (OECD) and the Chartered Institute of Personnel and Development (CIPD).

Organisational performance can also be improved through deft operational leadership. Professor John Mingers and Professor Steve Wenbin Liu have developed a new performance management system called “3E” that emphasises effectiveness, efficacy and efficiency. It is particularly suitable for organisations that are facing complex management challenges or conditions of rapid growth and change. The system has been successfully used by Tonsan Adhesive, a Beijing-based high-tech enterprise, to craft performance indicators, improve management communication and design appraisal systems.

CIRCULAR ECONOMY
(Management Science group)

Climate change regularly appears near the top of the lists of business anxieties in surveys of CEOs, not least because future policy is likely to affect operations.

Dr Adolf Acquaye, Senior Lecturer in Sustainability at Kent Business School, uses state-of-the-art methods to help companies assess their environmental impact. He was part of the research team that created the Supply Chain Environmental Analysis Tool (SCenAT), which is used in industry to measure and manage the carbon impacts of supply chains.

Dr Acquaye is also a lead author for the Intergovernmental Panel on Climate Change (IPCC) Report. He is at the forefront of thinking on the opportunities for a circular economy, where categorisations of inputs and outputs become blurred because organisations are eliminating waste and pollution with novel approaches to recycling.

OPTIMISATION TOOL FOR PRIORITY FREIGHT
(Management Science group)

Much has been written about how big data and algorithms will transform the economy. At Kent Business School, Professor Said Salhi, Dr Niiaz Wassen and Dr Shaomin Wu from the Centre for Logistics and Heuristic Optimisation are leading the way in this area. Working with Priority Freight, a strategic partner to global manufacturers, they are using large datasets and cutting-edge computation to embed new processes at the company, providing it with the most rapid, cost-effective and reliable door-to-door logistics solutions possible.

Professor of Management Science and Operational Research Said Salhi: ‘The ‘optimisation’ tool we are currently developing for Priority Freight should improve routing and scheduling of collections and deliveries, giving the company a significant competitive advantage while further reducing their environmental impact.’

“Through our participation with Kent Business School we have been able to make better use of our knowledge, technology and skills to progress new ideas, further develop innovation and improve quality and operations.”

Neal Williams
Group Managing Director, Priority Freight
BANKING ON SUCCESS – RETHINKING FINANCIAL MARKETS

(Finance group)
The global economy is still reeling from the effects of the last financial crisis in 2008. Although opinions vary on precisely where the blame lies, there is a consensus that poorly designed financial instruments and risky models were major culprits. Professor Radu Tunaru, who leads the Centre for Quantitative Finance, is in a great position to unravel the causes of the crisis because he worked in investment banking at the Bank of Montreal and Merrill Lynch prior to the crisis.

Professor Tunaru’s award-winning research into derivatives, computational finance and risk management has led to numerous invitations including from the Bank of Finland, Swiss Institute of Banking and Finance, Bloomberg, FT Trading Room, to share his experience and expertise. His research partners include Professor Robert Schiller who won the Nobel Prize for Economic Sciences in 2013.

CROWDSOURCING AND INNOVATION

(Marketing group)
When it comes to innovation, boundaries are becoming more porous. Professor of Marketing and Innovation, Marian Garcia, specialises in crowdsourcing for innovation: how to harness the wisdom of crowds to solve business challenges.

There is increasing interest in online communities as a channel of innovation for companies. However, to date, research on how to create a compelling virtual experience, which inspires contestants to make novel and creative contributions has been limited. As online space grows more crowded, research in this area has become critical. In her work, Professor Garcia examines competition design characteristics that drive creativity in crowdsourcing communities, and looks at how companies’ internal processes can incorporate crowdsourced ideas and solutions.

Working with the support of the Chartered Institute of Marketing (CIM), she is exploring ways to accelerate innovation in south-east England. The results of her work are intended to influence the innovation policies of Kent County Council and Medway Council.

SMEs TRADING WITH EUROPE – WHAT IS HAPPENING POST-BREXIT?

(Strategy and International Business group)
Experts on international business, Dr Fragkiskos Filipaioi and Dr Zita Stone, are undertaking a research project, on behalf of Kent County Council (KCC), into the internationalisation of SMEs in Kent as part of an EU-funded project run by the Council. The research project focuses on four key areas:

• what has happened to the levels of internationalisation among Kent businesses since the last KCC internationalisation study was published in 2010
• how effective are business support policies, mechanisms and services in this field and what could be improved
• what has been the impact of the 2016 EU referendum result on the internationalisation decisions of Kent businesses
• how could internationalisation capacity and activity among Kent firms be increased.

“International trade is a proven route to business growth and provides significant benefits for the local economy. KCC is keen to ensure that the right support remains in place to help local companies to do business overseas. The outcomes of this joint study will help to ensure that Kent firms can continue to take advantage of international opportunities in a post-Brexit world.”

Steve Samson
Trade Development Manager, KCC
EXECUTIVE DEVELOPMENT
Having studied for my MBA at KBS, I was keen for my team to benefit from the same learning experience. Attending Strategic Masterclasses enabled us to lift our heads up from our own operations and look conceptually and theoretically at the forces and models that are at play within our industry and our business. It has provided us with a different and refreshed perspective on the challenges we face on a day-to-day basis.

Simon Rudland
Head of Retail Operations, Waitrose Ltd
The University of Kent has an excellent record of graduate employment: over 96% of our postgraduate students found employment or went on to further study within six months of graduating in 2015. In addition, Kent Business School is in the top 20 in the UK for business, management and marketing graduate career prospects. This demonstrates that our graduates are sought after by employers.

### Pitch It!

Since 2012, KBS has been successfully running Pitch It! sessions for businesses and organisations throughout the UK with undergraduate and postgraduate students in academic disciplines such as marketing, strategy and human resource management.

The premise is simple. An organisation provides a ‘business challenge’ to student teams who research and analyse the issue, looking at practical, innovative solutions. The student teams then pitch to a panel of representatives highlighting their findings and recommendations for consideration. The students get to sharpen their analytical, creative and presentation skills and the business receives new ideas and approaches to consider back at the workplace.

Pitch It! students have worked with many local, regional and national businesses. The scheme has led to student projects, internships and job offers.

Those who witness our students at work are always impressed by their business understanding as well as their energy and enthusiasm. Lynette Swift, Chair of the Pulmonary Vascular Research Institute (PvRI) Fundraising Committee, commented: “I was very impressed with the amount of work the students put into the presentation. They came up with some excellent, novel ideas and we will certainly discuss internally how best we can implement these.”

“In 2014, I undertook an MSc in Value Chain Management at Kent Business School. As part of my degree, I took part in a Pitch It! session for Integrated Technologies Ltd (ITL), an international medical device design and manufacturing company. The directors were so impressed they offered me a job in Sales and Marketing and I have been working at ITL ever since.

“Last May, we came back to KBS with a second challenge. This time, I sat on the other side of the table and it struck me how well the students managed to translate academic concepts into innovative, pragmatic and workable solutions. Pitch It! is a great initiative – everyone involved gets something out of it.”

Carl Lincoln
Marketing and Business Development Co-ordinator, ITL

WE HAVE PITCHED WITH...
HOW OUR STUDENTS CAN HELP YOUR ORGANISATION (CONT)

Placements, implants, internships
Kent Business School has been encouraging and supporting students to get real world experience in a professional setting for the last ten years. With a competitive graduate labour market, these experiences have become increasingly popular, with the numbers of students completing year in industry placements almost doubling in the last three years.

KBS students go to multinationals, SMEs, the public sector and charity organisations. With business students having a broad skills range, we have placements in a wide range of sectors, from the automotive to the entertainment industry, investment banks, accountancy firms and manufacturing companies.

Between 50-70% of our students in any given year are asked back for a graduate job with their placement employer, with many taking up the opportunity and being able to wholly focus on their final year at university with a graduate job already secured.

Our students can support your business in a multitude of ways.

A year in industry
A year in industry generally translates into a role of responsibility in a specific business area, such as finance, human resources, sales or marketing.

Summer internship
Summer internship students can offer support on a project or assist you on a short-term basis in any of your business functions.

Postgraduate implant
Postgraduate implant students are taken on for a specific assignment; they analyse big data, solve a business issue, or help optimise and streamline in-house processes.

KBS assists you with your recruitment and advertises your roles to its students for free.

The following two case studies offer an insight into the impact our students can have on your business.

CASE STUDY

Cummins
US corporate Cummins, with operations in over 190 countries, sales of $19.1 billion in 2015 and around 55,000 employees globally, is a market leader in design, manufacturing, distribution and servicing of multi-fuel engines and related technologies for various markets (truck, bus, rail, marine, prime and standby power generation, mining). Cummins understands the need to invest in talented people. One of the key initiatives to achieve this is its hire-to-develop strategy, which focuses on the development of its people at all levels of the organisation.

Peter Horton, Director Global Sales Support, Cummins UK: ‘To implement our hire-to-develop strategy effectively we have worked closely with Kent Business School over recent years. In 2015 and 2016, 11 KBS students worked in our Kent-based business. Our experience with Kent has been an extremely positive one. All those on placements have displayed the characteristics we look for: talented, committed, proactive and caring. Many have subsequently returned to us in full-time graduate roles. Our partnership with Kent Business School has extended beyond placement and graduate roles, to include recruitment events, placement workshops and a media production collaboration that generated a video about Kent Business School.’

Nathan Vine worked in a global supply finance placement at Cummins: ‘Cummins is a fantastic company to complete a placement with – all students were given additional training and were made to feel like full-time employees straightaway. Support from the KBS Placement Team was brilliant and available throughout the year.

‘Together with another placement student I organised Cummins’ presence at the TeenTech 2015 event. This event acts as a catalyst in helping young teenagers choose their GCSEs. We won an award and Cummins received really good feedback from the event organisers.’
CASE STUDY

Fujitsu

Fujitsu is one of the world’s leading information technology companies. It supports customers in more than 100 countries and in 2016 had revenues of $41 billion. Fujitsu provides IT solutions for businesses including application services, IT consulting, infrastructure services and products.

KBS student Honey Hoda spent her year in industry at Fujitsu UK&I: ‘I thoroughly enjoyed my year at Fujitsu – it was a rewarding and enjoyable experience. As a Marketing placement student, I worked with internal and external stakeholders of the company to produce material, run campaigns and facilitate events. I volunteered at charity events and supported diversity and inclusion initiatives.

‘I couldn’t have picked a better placement: I had a great support network during the year and was always made to feel part of the team. In 2016, I won the Managers’ Industrial Placement Student of the Year award at Fujitsu.

‘The KBS Placement Team were fantastic; they helped me prepare for the application process, and stayed in regular contact throughout the year.’

John McKnight, Senior Marketing Manager, Fujitsu UK&I: ‘Over the years, I have been lucky to work with some outstanding young talent including previous industrial placements and “graduates of the year”. However, I don’t believe I have come across anyone with such a natural talent for marketing – Honey can take a brief, develop it, produce it and deliver it without missing a stride. Her aptitude, professionalism and work ethic were second to none and she delivered programmes far above what we expect from someone on an industrial placement.

‘Honey had no problems working across all levels in the organisation, and as part of her Corporate Social Responsibility (CSR) work she met people such as former Prime Minister David Cameron and Prince Charles. At all times, she epitomised what an ambassador for the company should be. Honey is an extremely talented and hardworking individual who we hope will return to Fujitsu as a graduate.’
CONNECTING WITH BUSINESS
Kent Business School (KBS) is a place where business leaders, academic experts, entrepreneurs and students meet, share ideas, seek business opportunities and learn from each other. Whether you are running a business, leading a team, undertaking research or developing your career, connecting with people is the foundation for success. KBS provides the perfect venue for people to get together and talk business.

Business Soundbites
As Kent’s most prominent business school, we continue to build strong relationships with local, regional and (inter)national businesses operating in our beautiful county. We are a focal point where those interested in entrepreneurship, innovation and responsible leadership can meet and learn from each other. With our Business Soundbites we think we have found the perfect formula to achieve both objectives.

Business Soundbites are informal networking events organised three to four times a year. We bring together representatives from the academic, business, non-profit and public sector to network, share knowledge and exchange business cards. From May 2017, Business Soundbites will be held in the foyer of our new state-of-the-art KBS building. In this dynamic and inspirational environment, you will hear 30-minute presentations on topical issues, or the latest in business trends based on our research – followed by drinks and music.

The KBS Annual Dinner
Once a year, KBS organises a fundraising dinner to thank existing donors and welcome new benefactors wishing to ‘give back’ to the School. The evening celebrates the School’s successes over the past 12 months and sets out which research projects and other activities are planned for the upcoming academic year.

During dinner, the Annual Alumni Award is presented to an alumnus or alumna who has made a significant contribution to the School.

Advancement Committee
The KBS Advancement Committee is a group of business leaders who help the School raise funds for projects around innovation and entrepreneurship. Generous contributions from our Advancement Committee helped KBS set up the very successful Business Start-Up Journey (www.kent.ac.uk/kbs/business/start-up), an extra-curricular accelerator programme for student entrepreneurs at the University of Kent.

“The networking events at KBS are a fantastic resource that we should all be very proud of. The iconic new building at Canterbury (opening in 2017) and new facilities at Medway represent a beacon for bringing together businesses, partners and experts from across Kent, the UK and internationally. The opportunity to share expertise, research and ideas here in Kent is something that can only benefit the county’s businesses and the wider economy.”

Mark Dance
Kent County Council Cabinet Member for Economic Development
Kent Business School provides the ideal environment for businesses to organise their corporate events. Both our Canterbury and Medway sites offer spacious teaching facilities, including executive seminar and lecture rooms with access to excellent IT facilities and learning resources.

**Venue hire and catering**

In 2017, the Canterbury arm of the School will be moving into a brand new building, set in a beautiful woodland environment. This light, airy structure provides high-quality teaching and social learning spaces. The impressive design includes double-height, top-lit arrival areas and it also has its own café with outside terrace and inspiring views.

At Medway, KBS is based on the Historic Dockyard Chatham in the Sail and Colour Loft. This building, originally built in 1723, was redesigned with input from KBS students and staff to create a 21st-century teaching and learning environment. The development also includes a new lecture theatre in the Royal Dockyard Church and a bar and bistro.

In addition to our corporate venue hire arrangements, the University of Kent’s award-winning catering service offers bespoke catering to suit any type of event or budget. From finger and fork buffets (up to 400 guests) to formal seated dinners (up to 60 guests) – the possibilities are endless.

Special discounts are available to alumni and friends of Kent Business School.

“The mark of a good event is that you actually don’t notice the service, allowing conversation and interaction to continue uninterrupted. To that end, your team were invisible and could teach some high-end restaurants a thing or two!”

Simon Reed, Managing Director, the Rough Old Wife Cider Company, Kent
Kent Business School is ideally located, close to mainland Europe and with easy access to London.

Kent Business School is based on the University of Kent’s Canterbury and Medway campuses. The Canterbury campus is just a 25-minute walk or short bus-ride from the city centre with its stunning medieval buildings, restaurants and cafés, and a wide range of shops. At the heart of the city is the world-famous Canterbury Cathedral. Canterbury is an ideal base from which to travel further afield. High-speed trains run regularly between Canterbury West and London St Pancras and take approximately an hour. It is also within easy reach of Heathrow and Gatwick airports, the Channel ports and the Eurostar Terminals at Ashford and Ebbsfleet, from where you can be in Paris or Brussels in approximately two hours.

The campus at Medway is situated close to The Historic Dockyard Chatham and combines award-winning buildings with brand new teaching and learning facilities. The town centres of Chatham and Rochester (with its stunning cathedral) are just a short bus-ride away. From the Medway area, you are conveniently close to central London; trains from Ebbsfleet International to London St Pancras take approximately 20 minutes and trains from Chatham take around 45 minutes. If you need to travel to Paris or Brussels, the Eurostar train from Ebbsfleet International can take you there in about two hours. Ebbsfleet station is just 30 minutes from campus.

**Travelling to our campuses**

**Canterbury**

- **By air**
  The nearest major airports to the Canterbury campus are London Heathrow (LHR) and London Gatwick (LGW), both with excellent transport links to central London and onwards.

- **By rail**
  London St Pancras to Canterbury West: journey time approximately 60 minutes.

- **By road**
  From London, the north and west: M25, (M20), M2, A2. Canterbury central ring road, A290 Whitstable Road, St Thomas Hill, approximately one mile (1.6km) up the A290, University entrance on right (signposted) near the top of hill.

**Campus map**

[www.kent.ac.uk/maps/canterbury](http://www.kent.ac.uk/maps/canterbury)

**Medway**

- **By air**
  The nearest major airports to the Medway campus are London Heathrow (LHR) and London Gatwick (LGW), both with excellent transport links to central London and onwards.

- **By rail**
  London Victoria and Charing Cross to Chatham: journey time approximately 45 minutes. London St Pancras to Ebbsfleet International: journey time approximately 20 minutes.

- **By road**
  From London, the north and west: M25, M2. Follow signs for Gillingham, then the Historic Dockyard and Chatham Maritime via the A289 and the Medway Tunnel. From the east: A2, A289, the Gillingham Northern Link road, follow signs for the Medway Tunnel.

**Campus map**

[www.kent.ac.uk/maps/medway](http://www.kent.ac.uk/maps/medway)
WANT TO TALK BUSINESS?

Contact us on:
T: +44 (0)1227 824068
E: kbsbusiness@kent.ac.uk