

Day 4 – Consultancy, Training & Services

UP NEXT....

Welcome & Summary

Mark Mann & Chris Fellingham

Day 4 – Consultancy, Training & Services

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**Mapping the Barriers to
Consultancy and Finding
the Opportunities**

Oliver Cox & Emma Salgård Cunha

Mapping the Barriers to Consultancy and Finding the Opportunities

AESIS Course – Business Development in the Social Sciences & Humanities

Worcester College, 16 May 2019



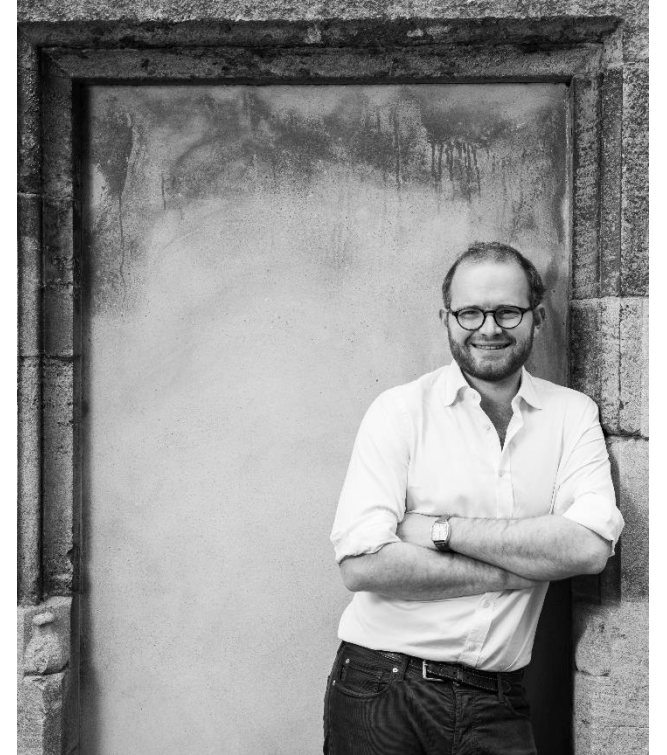
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THE OXFORD RESEARCH CENTRE IN THE HUMANITIES

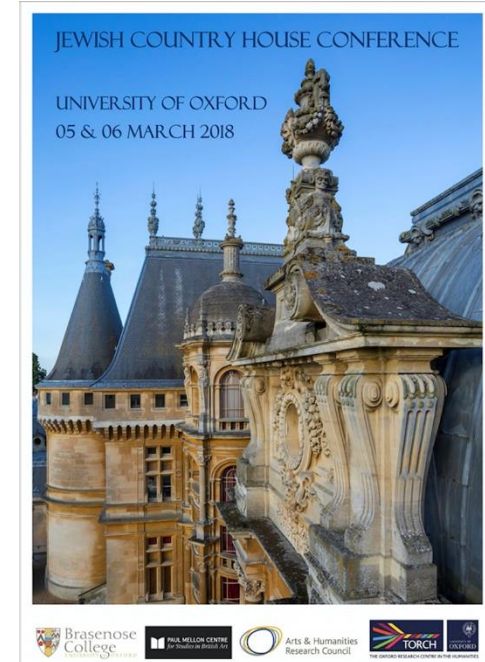
Introductions (1): Dr Oliver Cox

- Heritage Engagement Fellow at the University of Oxford.
- Co-Director of Oxford University Heritage Network.
- Oxford University Innovation Champion for Humanities Division.
- Part of team delivering University's strategic partnership with the National Trust.
- Eighteenth-century historian by training, completed D.Phil in 2013.
- Consultancy work an extension of initial post as Knowledge Exchange Fellow.



Introductions (1): Dr Oliver Cox

- Current Research Activity includes:
 - The future of the country house, and the history of country house studies.
 - 'Jewish' Country Houses – Objects, Networks, People.
 - Horse racing and society in the British Empire from the early eighteenth-century to the present day.
 - Interpreting and understanding the eighteenth-century in the twenty-first century.
- Current PhD students' research topics:
 - National Heritage in Private Hands: The Political and Cultural Role of Independently-Owned Country Houses in Britain after World War Two.
 - Horseracing and the Victorian Aristocracy



Introductions (2): Dr Emma Salgård Cunha

- Associate for Arts, Humanities and Social Sciences at Cambridge Enterprise, the commercialisation arm of the University of Cambridge.
- A new role, spearheading the AHSS Strategic Project aims to increase the effectiveness of our engagement with stakeholders in AHSS.
- Cambridge-trained literary historian with doctorate in eighteenth-century evangelical defences of literary arts and culture



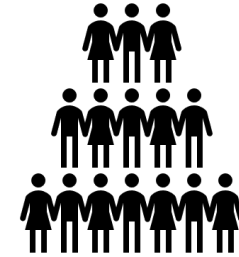
Introductions (2): Dr Emma Salgård Cunha



What is a Good Death?
An Impact and Public Engagement
project at CRASSH and the Faculty
of English, Cambridge

50

Expertise in evidence-based
widening participation initiatives
50 Treasures of Cambridge,
consultancy at Causeway Education

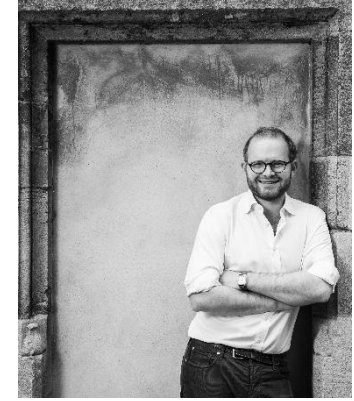


Now working to establish success
metrics and principles for an
effective AHSS commercialisation
unit within Cambridge Enterprise

Who are you?

Aims of this morning's session:

- Share personal experiences of developing a Consultancy portfolio;
 - Explore drivers and barriers to Consultancy and the role of consultancy in an academic career;
 - Suggest sectors and areas of interest for Consultancy in SSH.
-
- How to develop an institutional culture around Consultancy;
 - What structures can be put in place to enable and facilitate Consultancy at an institutional level;
 - Best practice examples.



Session Timetable:

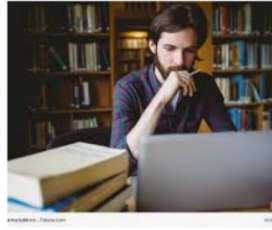
- 09:35 Why did I do it? Personal Experiences of Consulting
- 10:05 Workshop 1: Mapping the Barriers to Consultancy and Finding the Opportunities
- 10:45 Tea & Coffee Break
- 11:15 Structuring Consultancy within an Academic Environment
- 12:00 Workshop 2: From Consultant to Entrepreneur
- 12:25 The Hacker and the Thief: Lessons from the Session
- 12:35 Questions
- 12:45 Session Ends

Why did I do it? Personal Experiences of Consultancy

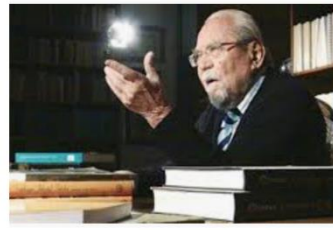
1. Address the image problem that historians have.



Orleans County Government > De...
orleanscountyny.gov



Become a Music Historian | Job ...
careersinmusic.com



Famous Turkish historian Halil İnalcık ...
hurriyetdailynews.com



The Armchair Historian - Y...
youtube.com



Photo Storage Software for Windows ...
forever.com



O.C. historian is time traveling agai...
ocregister.com



Andrew Roberts (historian)...
en.wikipedia.org



Turkish historian Fuat Sezgin dies at ...
hurriyetdailynews.com



Review: Lucy Dacus' 'Historian' ...
rollingstone.com



2280 x 1520
UVA Historian Leads National Geogr...
news.virginia.edu



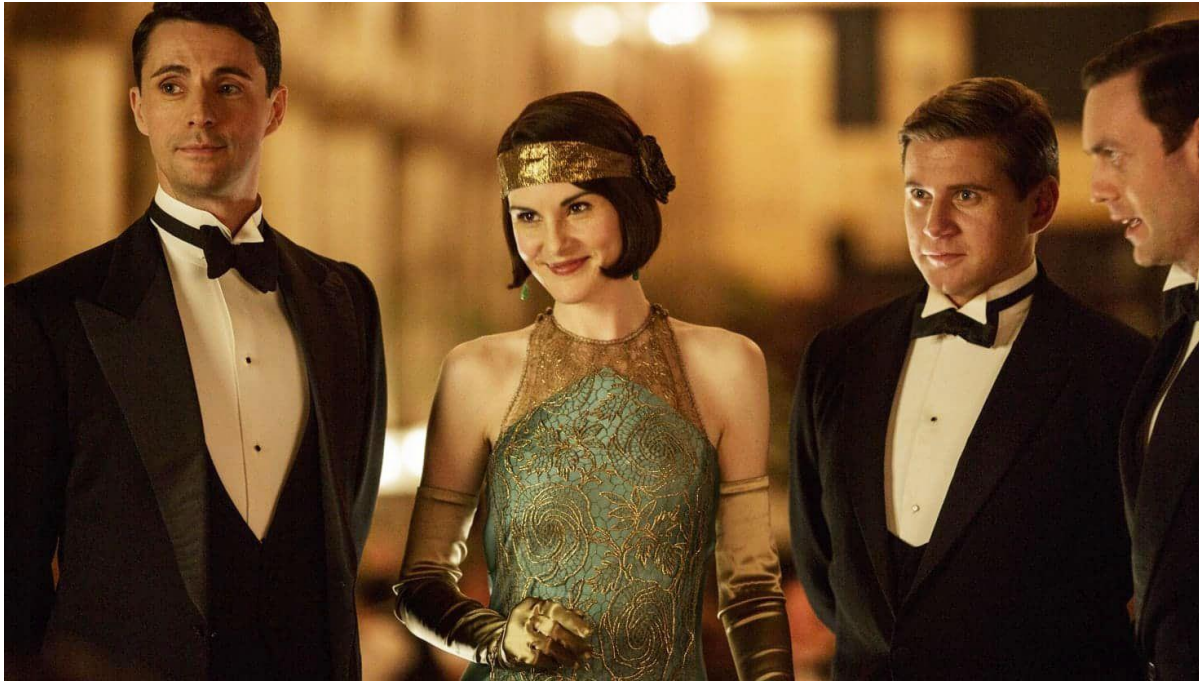
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2. Address the image problem that historians of the country house have.



3. Share stories with a wider audience and find new routes to market.

Visiting figures

Properties open at a charge with more than 50,000 visitors in 2017/18.

Property	2017/18	2016/17
Giant's Causeway	693,312	665,581
Clumber Park ²⁷	653,065	107,257
Cliveden	490,708	475,604
Attingham Park	470,688	466,658
Belton House	445,821	450,293
Larrybane	435,330	432,984
Waddesdon ²⁸	467,756	423,436
Fountains Abbey Estate	413,513	414,035
Anglesey Abbey	392,646	371,593
Calke Abbey	392,581	356,436
Stourhead	389,169	395,341
Mottisfont	377,268	367,476
Polesden Lacey	356,133	364,802
St Michael's Mount	345,610	344,244
Wimpole Estate	343,357	319,269



4. Creating Triple A Content



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5. Breaking Free from the Academic Bubble and the Academic Mindset.

8 Ways You Know You're An Oxford University Graduate

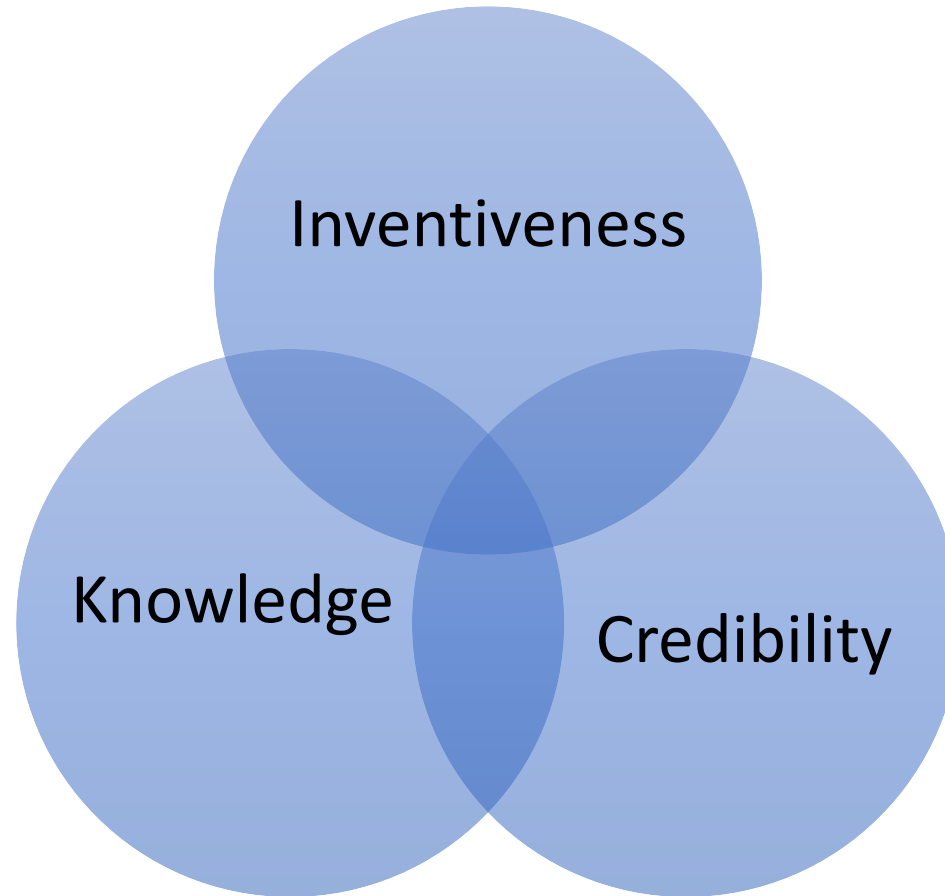
Siobhan Morgan
The Huffington Post UK

Going to Oxford University is like living in a bubble for three years, amassing a library's worth of knowledge but losing a bit of your common sense along the way.

You come out at the end well-versed in everything ever written by Milton or a niche area of 18th century politics but you don't know how to exist outside of the eight week termly cycle and have probably forgotten that you don't need to wear fancy dress on a normal night out because you're so used to bops.



5. Create a distinctive and marketable identity.



Example Projects (1): Spun Gold

- Expert consultancy for 3 x 60 minute documentary celebrating 300 years since Lancelot 'Capability' Brown's birth for Spun Gold TV.
- Two-days of workshops and meetings with production team.
- One-day of filming with Alan Titchmarsh at Wotton House.
- Sharing of research from D.Phil and research in progress as to contemporary relevance of Capability Brown.
- Opportunity to build public profile and awareness of difference – i.e. one of the very few young historians who can talk knowledgeably about landscape design in the eighteenth century.



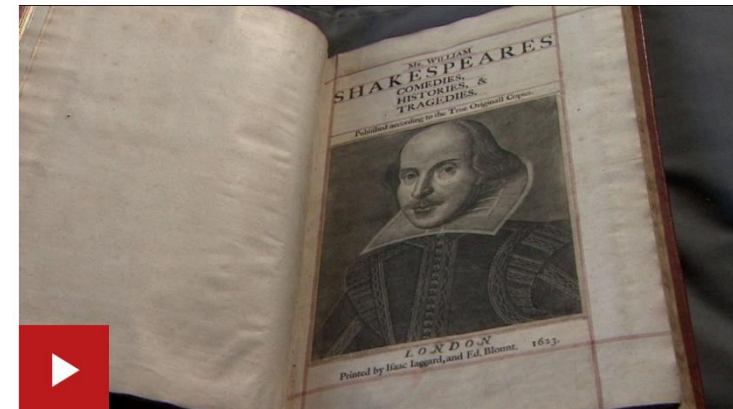
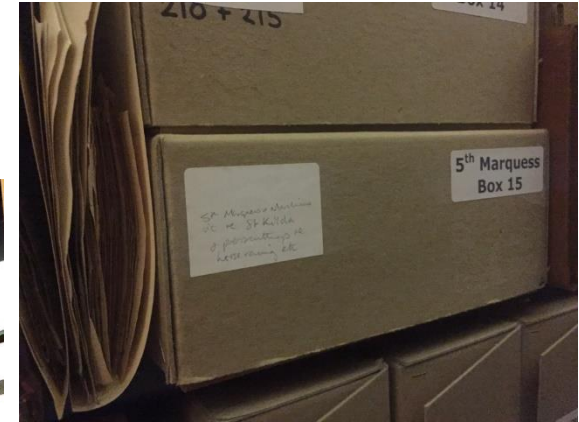
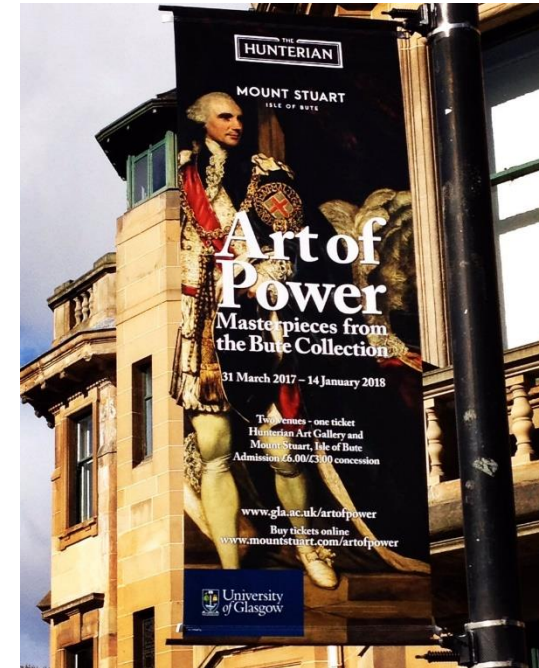
SPUN GOLD

[Home](#) [About](#) [Spun Gold West](#) [Programmes](#) [Contact Us](#) [News](#) [Work With Us](#) [Privacy Policy](#)

Channel 4 to celebrate the genius of master gardener Capability Brown

Example Projects (2): Mount Stuart Trust

- 3 day per month consultancy for Mount Stuart Trust, Isle of Bute, Scotland (18 month duration).
- Support a charitable trust, and privately-owned collection, to build connections with universities.
- Major public success through discovery of 'lost' Shakespeare First Folio.
- Contributed to exhibition, *Art of Power: Treasures from the Bute Collection* (Hunterian Museum, Glasgow), and peer-reviewed chapter in exhibition catalogue.
- Access to new research resources and material in a previously under-researched archive resulting in peer-reviewed publications.
- Brokered connections with Yale University and Paul Mellon Centre for British Art.



Shakespeare's First Folio discovered on Isle of Bute

A copy of William Shakespeare's First Folio has been discovered in a stately home on Scotland's Isle of Bute.

One of the most sought-after books in the world, the copy, printed in 1623, was verified by experts from the University of Oxford.

© 07 Apr 2016

f t e Share

Example Projects (3): National Trust

- Expert consultancy for 25 days working as part of National Trust research team.
- Opportunity to consolidate relationship with major UK organisation, and to influence strategic thinking and development of research culture.
- Enabled Oxford to benefit from institutional intelligence gained through close collaboration.

Services	<p>Provide the services as set out below in relation to the Experiences Section of the National Trust Research Strategy:</p> <p>Scoping Study for identifying National Themes</p> <p>Project aims: The NT Research Strategy identifies three broad priority areas for Experiences Research: Engagement, Programming and Histories. This project aims to provide the next level of detail on the research journey, and shape a thematic research plan which will deliver against these strategic ambitions. It will identify 4-5 National Themes through input, support and workshops engaging stakeholders across the National Trust. The project will co-design a roadmap for future research activity which will link the Research Strategy to the emerging Curation & Experience Plan, and the “For Everyone” agenda.</p> <p>This project aims to:</p> <ol style="list-style-type: none"> 1. Identify 4-5 National Themes for Experiences research
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Placemaking

Interactions between people and place are at the heart of our rich and diverse cultural and natural holdings, linking past, present and future.

Provocations

The soup kitchen...

What stories could we tell, which audiences could we engage, and how can we better understand our places and their communities if we turned each of our properties into a soup kitchen every week?

Laws of the land...

How can we debate and discuss the politics of food production and land ownership today and in the future through research into the changing legal context of our land, from the repeal of the Corn Laws to the Common Agricultural Policy today?



Social networks & community

How diverse groups of people interact with our places and collections on local, national and global scales.

Trade, travel & transport

How the histories of our places and collections are shaped by local, national and global movement and exchange.

Our collections, places, properties & people

Politics & policy

How changing political ideas and policy frameworks impact upon our places and collections.

The historic environment

What our wide range of buildings – from vernacular holdings to entire villages – tell us about the places people live.

Patronage, collectors & collecting

How individuals and groups determine meaning and shape the collections in our care.

Health & wellbeing

How places, collections and programming help people make sense of the world around them, and their place within it.

Example Projects (4): Thompson Harrison

- Associate for London-based leadership and organisational development consultancy, Thompson Harrison, which works with senior leaders and their teams to transform their organisation in response to a fluid context and a changing set of stakeholder expectations.
- Deliver bespoke experiences for senior leaders – including architectural walking tours and ‘thinking historically’ session.
- Opportunity to develop a range of products and experiences for the corporate market based more on methodological approaches, rather than factual knowledge.



Dr. Olly Cox

Oliver Cox is **Heritage Engagement Fellow at the University of Oxford**. He leads the University’s partnership work with the UK and international heritage community, and is co-lead of the Oxford University Heritage Network. Oliver works at the **intersection between historical research and its application in cultural and commercial contexts**, creating authentic, accurate and accessible content to engage and inspire. He’s especially excited by the potential for ‘historical thinking’ as a leadership and development tool. Oliver is a historian by training and received his undergraduate, masters and doctoral degrees from the University of Oxford. He teaches architectural and cultural history with a focus on the eighteenth century, and is a Faculty Member for both the Oxford Strategic Leadership Programme and Oxford Cultural Leaders at the Said

Business School.



Varieties of Consultancy in SSH

Period/Site Specific Expertise Methodological Insights



Why do I do it?

- **Money:** Consultancy offers the opportunity to make a meaningful top-up to a base salary.
- **Reputation:** Builds advocates for me and my work in a variety of different sectors.
- **Networks:** Develops my professional networks, meaning that I have a well-developed sense of what matters and why to a range of potential partners.
- **Skills Development:** Develops my ability to articulate what it is I do as a historian and why it matters.
- **Different not Discount:** Consolidates my position as someone that offers something unexpected, especially from an institution as traditional as Oxford.
- **Purpose:** I'm convinced that it is only by building counter-intuitive advocates for museums and heritage sites that we can secure their survival.

Workshop 1: Mapping the Barriers to Consultancy and Finding the Opportunities .

What are the barriers to consultancy in SSH?

Individual Academics

- ?
- ?
- ?
- ?
- ?
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- ?
- ?

Universities

- ?
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External Partners/Clients for Consultancy

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- ?
- ?
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- ?

Any Questions...?

Feedback

Workshop 1 (cont.): Discovering a shared purpose.

Aims?

- Discover the aims and concerns of heritage and cultural sector in the UK.
- Understand what the drivers for partnership are.
- Explore where consultancy fits within the ecosystem of collaborations between higher education institutions and the museums and heritage sector.

Scenarios for Activity

- **GROUP 1:** A small regional museum with limited funding and soon to receive a large collection of archaeological material.
- **GROUP 2:** A large Virtual Reality Experience company looking to develop partnerships with museums.
- **GROUP 3:** A medium-sized heritage organisation trying to encourage repeat visits

Each Group will split in half:

1. Role play museum/heritage organisation
2. University

Follow the Instructions on your table

Feedback

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Break + Group picture!

10.45 – 11.15

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Structuring consultancy within an academic environment

Oliver Cox & Emma Salgård Cunha

Making consultancy work for the arts, humanities, social sciences

Dr Emma Salgard Cunha, Associate (Arts, Humanities and Social Sciences)
Cambridge Enterprise Limited, University of Cambridge

*Cambridge Enterprise exists to help the University
of Cambridge's innovators, experts and
entrepreneurs make their ideas more commercially
successful for the benefit of society, the economy,
the individual and the University.*

What we'll cover

Part One

- Introduction to consultancy services at Cambridge Enterprise
- The research: consultancy as knowledge exchange and impact pathway
- Humanities and social sciences case studies
- Engaging academics in humanities and social sciences

Part Two

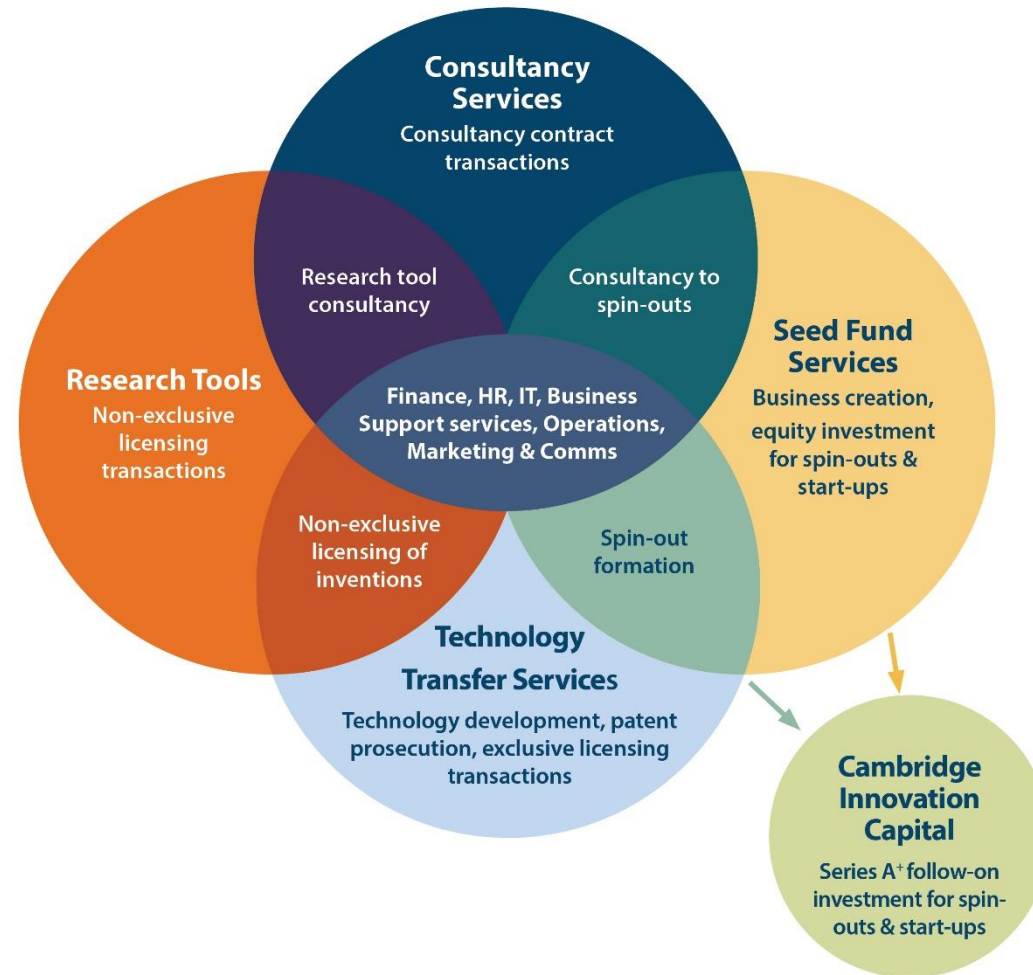
- The AHSS Pilot project
- Academic, consultant, entrepreneur
- Spinning out with soft IP

Cambridge Enterprise



- aid the transfer of knowledge from the University via commercialisation
- aid staff and students in making their ideas more commercially successful
- produce a financial return for inventors, departments and the University

Cambridge Enterprise Structure and Services



Academic Consultancy

- “...one of the principal mechanisms for transfer of knowledge with practical application [...] thereby **contributes to economic growth**”
(UUK-AURIL, 2001)
- “Undertaking consultancy is of course a **highly efficient way of using the expertise** of universities for the benefit of industry and government, while at the same time **honing the skills** of the academic concerned”
(University Report on IPRs, 2003)
- “Consultancy is one of the **simplest ways** for business to interact with universities and draw on their research...In particular increasing consultancy may be one way to bring more companies into contact with universities”
(Lambert Report, 2004)
- There is significant evidence that academics from the arts and humanities in the UK are engaged in a wide range of interactions with a wide range of partners. Previous research by the CBR shows that, in general, this does not take the form of technology transfer through patents, licences and spin-outs, but through other mechanisms which include **people-based, problem-solving and community-orientated** activities.
(Kitson and Hughes, 2011)

Consultancy Services

Over 6 years Cambridge Enterprise has grown its consultancy services by

35% in number of agreements signed off
70% in income

to around 250-300 contracts per year.

- Increased, high-quality marketing to academics
- Word of mouth and good experiences
- Increased impact and partnership culture in the university
- Other factors we don't recognise!

Consultancy headlines (2012-2018)

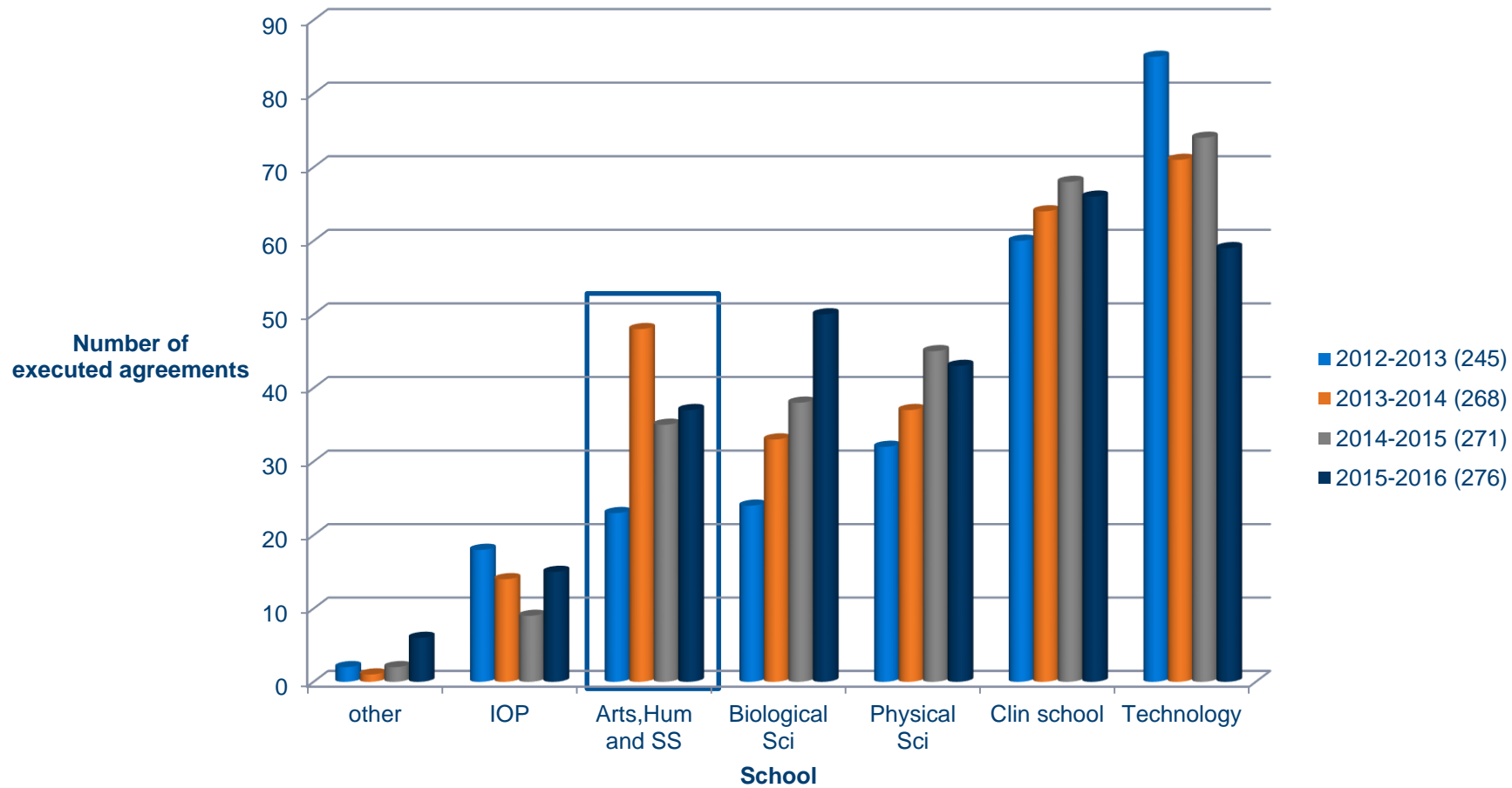
Over 400 discrete
consultancy contracts
for AHSS researchers

68 individuals have
repeat consultancies

10 individuals have
more than 10
consultancies

Most active disciplines—
education, law,
economics,
architecture,
criminology

Consultancy headlines



External clients by sector – consultancy (since 2014)



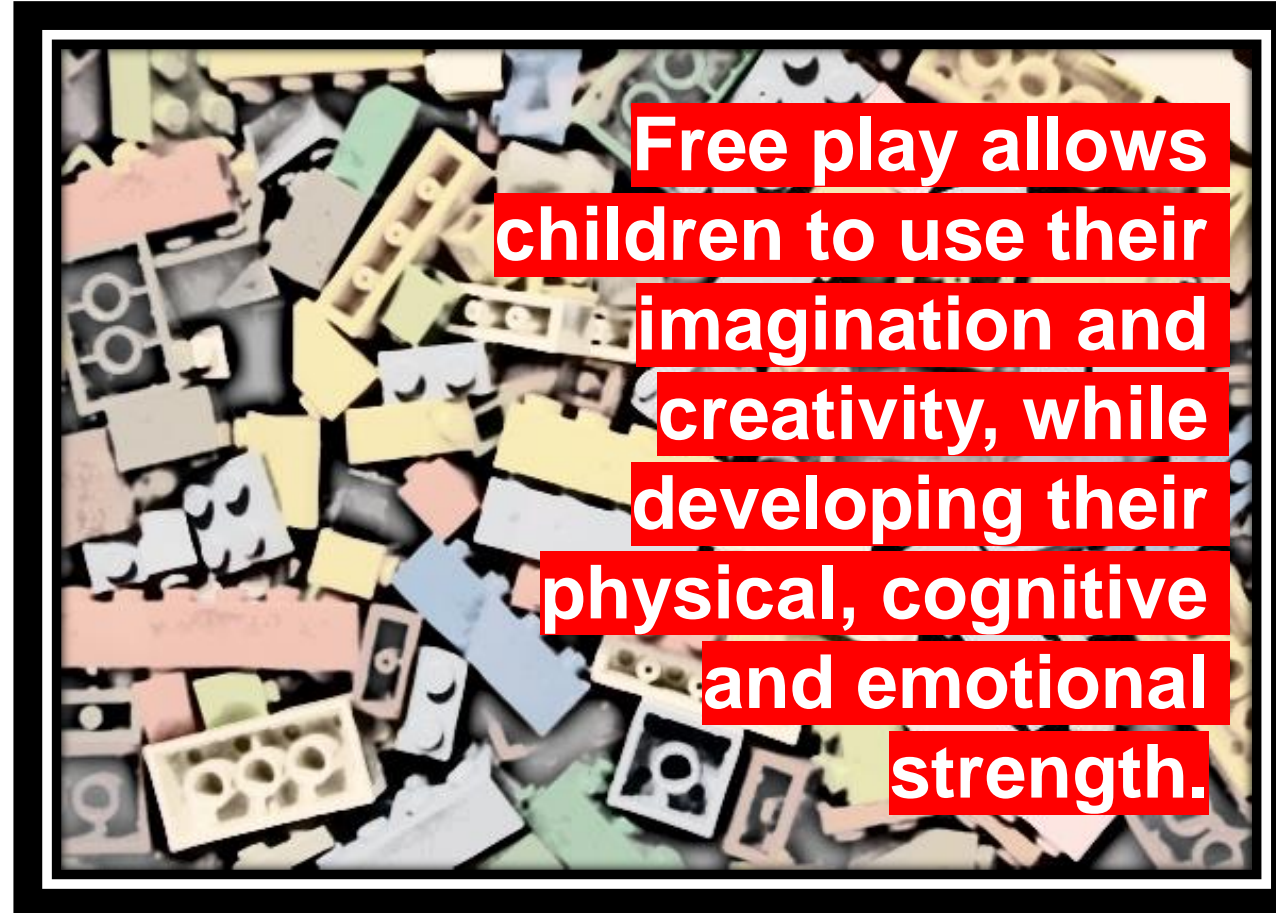
What is consultancy?

- Scientific and Policy Advisory Boards
- Specific external-led problem solving, including in response to public tender
- Use of facilities and expertise
- Acting as expert witness
- Policy consultation and advice
- Reviewing literature and reporting
- Carrying out lectures/training
- Software installation
- Analysis of substances, processes
- Media work

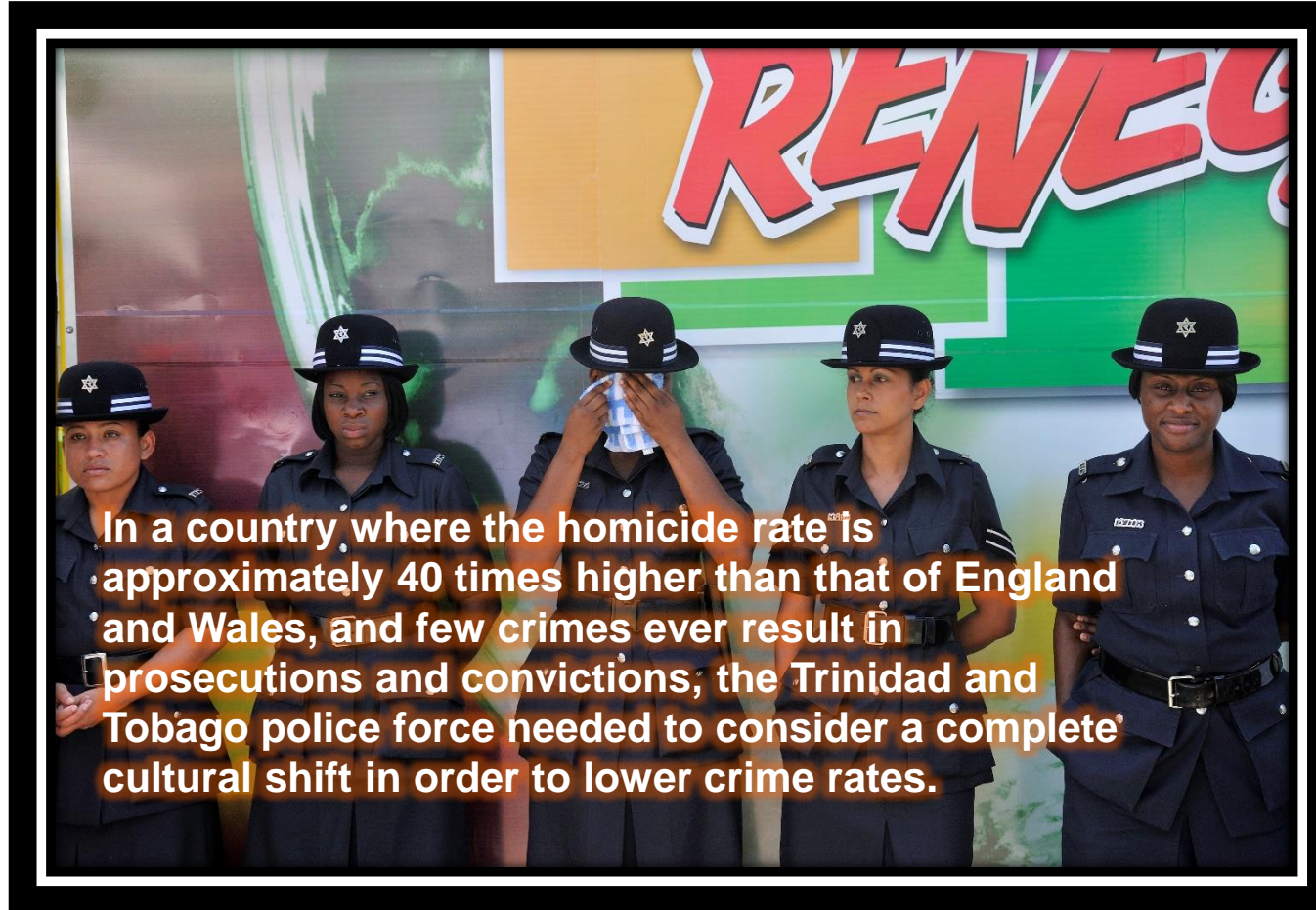
What is consultancy?

- Seek to apply existing expert knowledge to help solve a specific, practical problem
- Voluntary activity outside of employment duties
- Generally little use of University resources
- FEC costs for facility use and professional fees including profit
- Specific deliverables defined at the outset
- Often short timescales <20 days p.a.
- Results confidential, publication is not automatically allowed
- Client owns IP excluding know-how

Case study: Play for Play's Sake



Case study: Hotspot policing reduces violent crime



In a country where the homicide rate is approximately 40 times higher than that of England and Wales, and few crimes ever result in prosecutions and convictions, the Trinidad and Tobago police force needed to consider a complete cultural shift in order to lower crime rates.

Case Study: Engineering for performance

This partnership aims to create innovative design through an enhanced understanding of the interaction between physiology and technology.



Case Study: ResearchTools

Market-ready technologies such as software, apps, databases, tools and tests, methodologies, training materials and expertise.

- Licensing to (e.g. academic) end-users
 - Licensing to external companies
 - Dual- and custom licensing
- Due diligence, licensing
 - Revenue administration
 - Liaison with external clients



The database of contemporary spoken English

How we engage academics



How we engage academics

“Peace of mind”

“Branding and facilities”

“Painless administrative support”

+ pathway to impact

Any questions?

The AHSS scoping project

What is valuable about Cambridge Enterprise's consultancy service?

What can we offer to academics that they can't get elsewhere?

BUT

What could we be doing better?

Where is there lack of mutual knowledge?

What prevents AHSS academics from working with us?

What's special about AHSS consultancy?

Maybe nothing special!

Different markets

Different approaches and assumptions

Different rates of pay

Different institutional attitude

Different kinds of activities equals different kinds of insurance

What's special about AHSS consultancy?

Research findings which might explain trends in AHSS consultancy:

- Senior, male academics in STEM most likely to engage in knowledge exchange and transfer activities
- Public engagement does not map to knowledge transfer activities such as licensing or consultancy
- External partnerships and collaborations in research do predict commercial activity
- “Superficial compliance” with impact agenda
- Consultancy activity does not predict entrepreneurial activity

What's special about AHSS consultancy?

a lack of know-how and support
difficulty in interfacing with governmental, public and charitable
organisations
lack of KT culture
valorisation of “monograph approach” for career progression
lack of clarity about how permissive universities are to consultancy
opportunities

We measure what's important to us...
...we get what we measure

The AHSS scoping project

"If I could make it compulsory for my researchers to use you for their consultancy projects, I would."

"I have been working with AHSS researchers for four years and I have never had a commercial project cross my desk in that time"

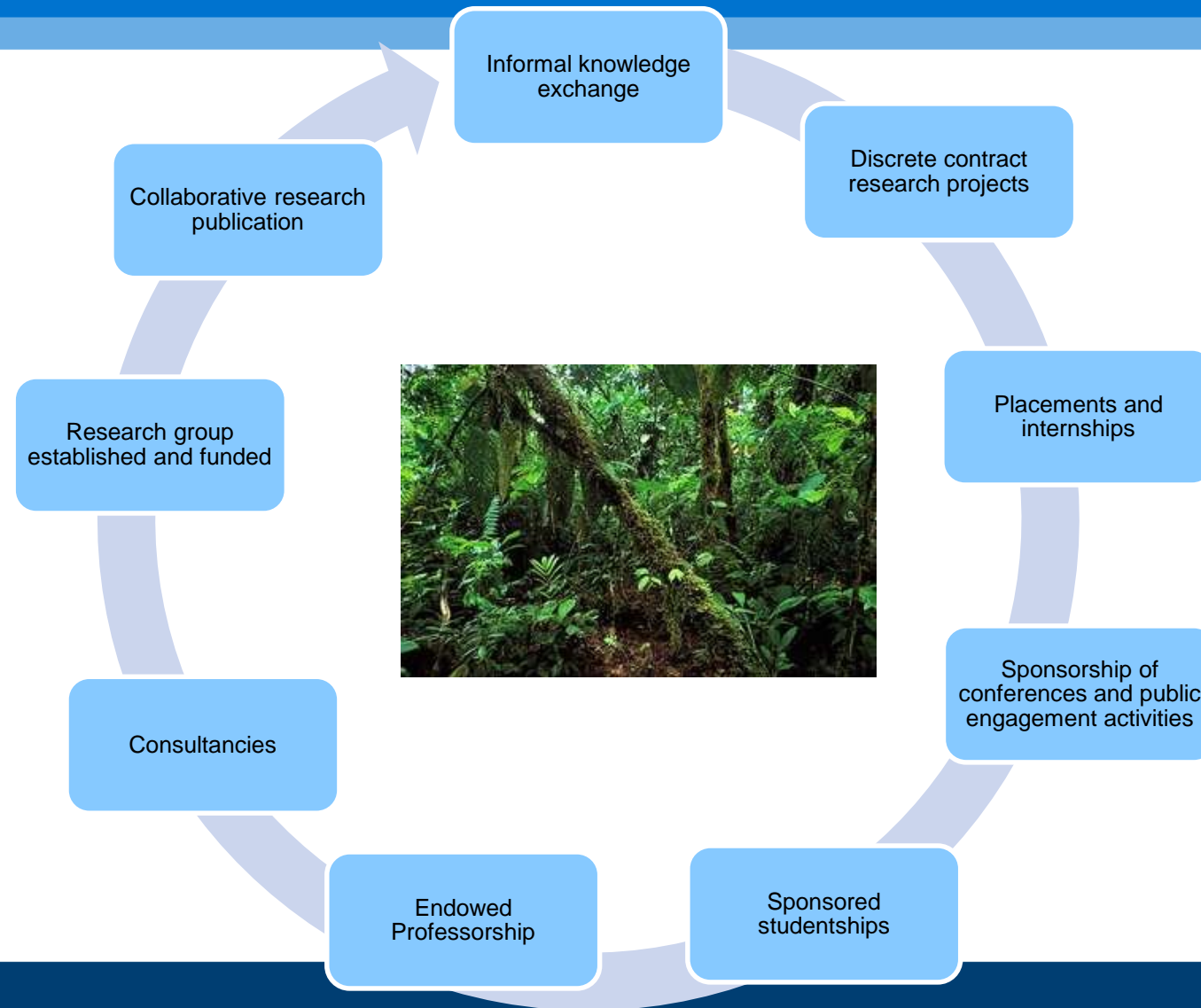
"I don't foresee any objections from heads of departments once they understand what it is you're trying to do."

"A lot of commercialisation experts seem to think that researchers are an obstacle to commercialisation"

The AHSS scoping project



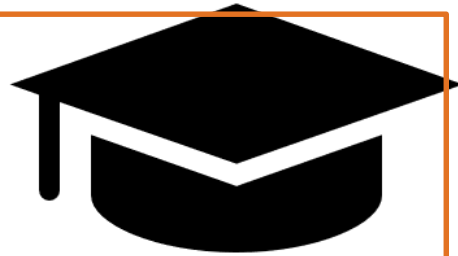
Academic consultancy in the impact environment



Academic consultancy in the impact environment



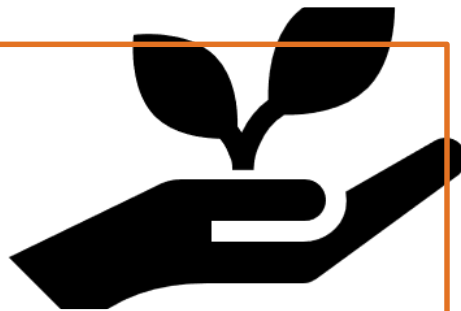
Transparency and trust



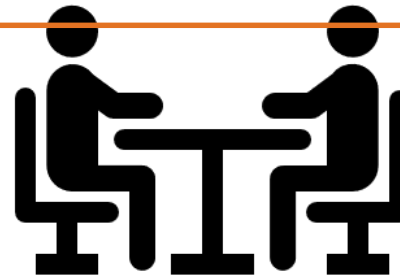
Valuing and recognising expertise



Publication and continued research




Reportable “impact”



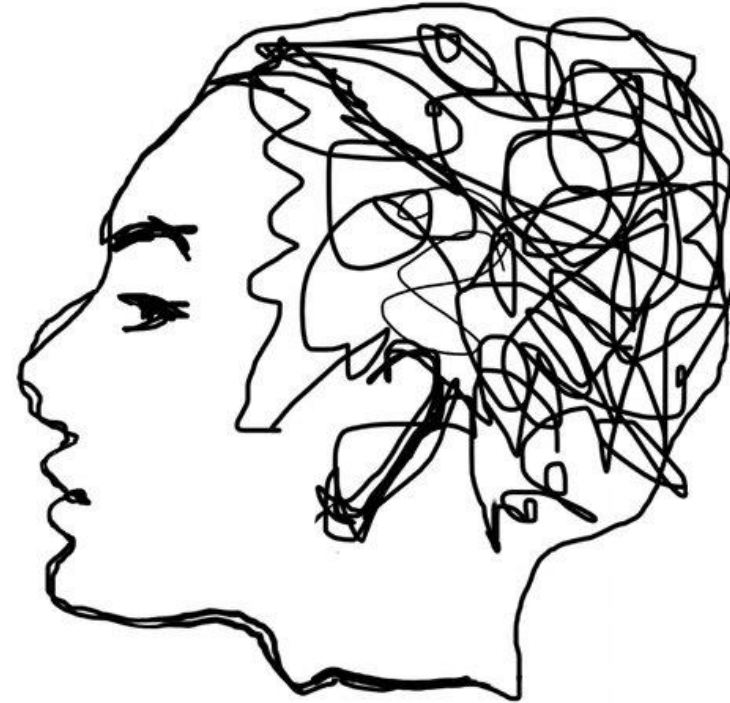
Relationship building

Academic consultancy in the impact environment

- 
- Consultancy or research collaboration?
 - Consultancy or sponsorship?
 - Consultancy or public engagement?
 - Consultancy or policy work?
 - Consultancy or commercialisation?

ICthinking® : Challenging “Us vs Them”

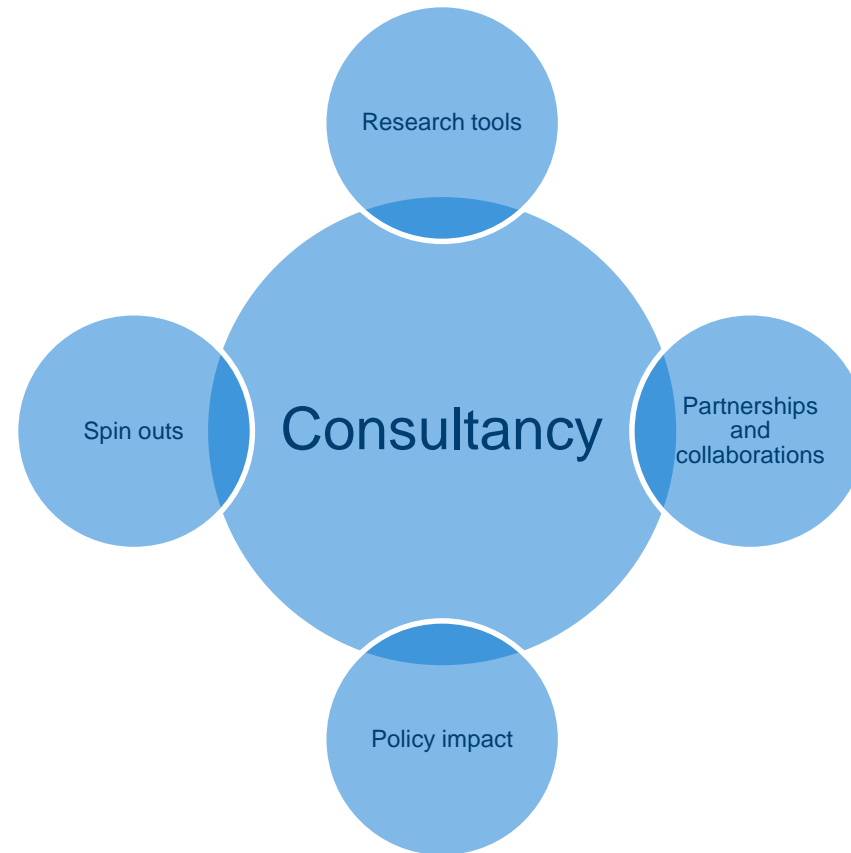
Values are the primary motivator, underpinning the way people think, behave and relate to the wider world. When people feel that their core values and identity are under threat, they go into cognitive constriction whereby they lose the ability to even consider other points of view. This limiting cognitive tendency can lead to serious clashes with those who disagree – and can affect any group or belief system.



ICthinking® : Challenging “Us vs Them”



Workshop



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Lunch

12.45 – 13.45

The Next AESIS Events



5 -7 June 2019
Berlin,
Germany

The Annual Conference: *Impact of Science*

*Understanding causalities, correlations and pre-conditions for
the different dimensions of societal impact of science*



17-18 October 2019
Washington DC,
United States

The Next SSH Conference: *Impact of Social Sciences & Humanities On Society*

*Optimising and assessing societal impact of
social sciences and humanities by engaging with
government, industry and the public as a whole*

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Case study exercise session

Presenting your ideas for a University business unit

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Coffee & Tea Break

15.00 - 15.30

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Lessons learned

Mark Mann & Chris Fellingham

**Thank you for your
participation!**

The Next AESIS Events



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