



# News & Views

## Enterprise LSE special

February 2007

**Welcome to the ELSE News&Views special.** Once a year we take this opportunity to let the School community know about the activities and progress of its commercial company. This year we have included our annual results, our mission and values statement, and feature just a few of the many projects that we have recently undertaken.

If you are interested in what we do and think we may be able to assist you in some way, we would be delighted to hear from you.

### Company results 2005-06

The past year has been one of substantial progress for ELSE. Turnover increased from £2.5m to £4.4m, and ELSE made payments to academics and researchers working on commercial contracts of over £1.2m.

As a result of the total commercial activities for the year, the company declared a net profit of £1.3m which will be gift-aided to the School.

The strong financial performance has been driven in almost equal measure by expansion in tailored executive education programmes especially for the UK public sector and overseas governments; strong growth in our consultancy business; and continued development in our joint venture with Duke Corporate Education whose European revenue is now over £7.5m.

**Simon Flemington**, CEO, Enterprise LSE

## The future of mobile TV

In November, ELSE witnessed the presentation of a final report by Dr Shani Orgad (right), lecturer in Media and Communications, on the impact of mobile television.

Sponsored by Nokia and managed by ELSE, Dr Orgad's report is the first comprehensive study of how mobile television is likely to transform the television viewing experience, and the impact and implications of mobile TV on advertising.

The event, held at BAFTA on Piccadilly, and broadcast live on the Nokia website, attracted a wide range of LSE academics, students and alumni, as well as industry experts and the press.

Dr Orgad's report argues that the success of mobile TV largely depends on the ability of service providers to make the content they receive relevant, providing the individual with a platform to create their own personal sphere specific to their interests.



### Key genres and programmes:

- **news** is likely to be the most popular category, with an adapted format that will be short, focused, and possibly personalised and modular.
- **entertainment** is likely to form the second main category, with programmes such as soaps, reality TV shows, comedy and animation.
- **sport** is likely to be a popular category around big events such as the Olympics, and for regular games when people cannot watch them on a television set.
- **music clips** particularly suit the small screen and mobile situations, and will enhance users' current mobile audio experience with devices such as MP3 players and iPods.

The mobile TV viewing experience is also likely to see new programme formats emerging. These include:

- **talking heads and close-ups**: due to the small screen size, broadcasters will need to focus on talking heads, where viewers will be able to watch close-ups and see the details, rather than capturing a wide screen.
- **mobisodes**: these fragmented and small, made-for-mobile episodes will cater to bite-sized portions of content on the go.

In addition, Dr Orgad's examination of the impact of mobile TV on the advertising industry outlines new opportunities for the industry as it is able to pinpoint consumers and provide contextual targeting.

**Email:** Nic Stavnes, project manager, at: [n.stavnes@lse.ac.uk](mailto:n.stavnes@lse.ac.uk)

## RAE formula to include consultancy

ELSE has very much welcomed the recent change to the Research Assessment Exercise currently underway for the years to 2001-07. The RAE, one of the pillars by which the School is measured, has now been modified to include commercial consultancy revenue in its 'research income' assessment. This development is further recognition by the UK funding bodies of the very significant role played by the interaction between higher education institutions and industry.

According to the new rules for assessing research work, the funding bodies recognise that consultancy which meets the definition of research - original investigation undertaken in order to gain knowledge and understanding - will be eligible for the forthcoming RAE.

ELSE has been working closely with the Research and Project Development Division to ensure that our processes for inclusion of those ELSE contracts which are eligible for submission are fully consistent with those being implemented within the School. For all those academics who have led consultancy projects over the course of the past six years, you should shortly be receiving email correspondence from ELSE. If you believe there is work that you have done through ELSE that is likely to qualify but have not heard from us by the end of February, then we would very much welcome hearing from you. Please contact [e.rudd@lse.ac.uk](mailto:e.rudd@lse.ac.uk) and she will be pleased to help.

Remember that the RAE assessment period for research income extends to 31 July 2007, so, if there is commercial consultancy work that you would like to manage through ELSE in order that it contributes to your Department's RAE, there is still ample time to contact us.

## Executive education programme for Taiwan's MOEA

During August-October 2006 ELSE delivered an eight week long programme for Taiwan's Ministry of Economic Affairs (MOEA) in Hsinchu, Taiwan. As one of the longest and most intensive executive education programmes ever structured by ELSE, this project presented a new set of challenges as well as rewards.

Focussing on the European Union, the programme was custom-designed for Taiwanese civil servants to improve their understanding of the EU - its history, institutional structure, policy-making mechanisms and decision-making processes - and to enhance their efficiency when dealing with European government officials. Structured as a sequence of weekly modules, the programme specifically concentrated on areas such as foreign policy, monetary economics and international trade.

In total, the programme had more than 200 teaching hours, which included interactive lectures, seminars, group case-study exercises and individual presentations. It was attended by 38 mid- to senior-level public servants from Taiwan's various government departments, but also included 13 international participants from a number of Latin American countries as well as Russia, Turkey and Ukraine. This provided the programme with additional multinational and multicultural dimensions, and enabled participants to further enrich their learning experience and enhance their global outlook.



L-r: Mr Min-Li Lin, director general of the Professional Training Centre, MOEA and Yury Bikbaev, project director at the closing ceremony of the programme

Designed, taught and facilitated by a diverse team of academic experts, it generated stimulating discussion on many of today's pressing EU issues. This was another excellent opportunity to capitalize on LSE's outstanding position in social sciences and share its latest research and thinking.

**Email:** Yury Bikbaev, project director, at: [y.bikbaev@lse.ac.uk](mailto:y.bikbaev@lse.ac.uk)

## ELSE helps United Nations to 'think strategically'

An innovative workshop for all heads of the UN offices in Eastern Europe and the former Soviet Union was held at LSE in November.

The workshop drew heavily on the research of Dr Mark Hoffman from the International Relations Department, who spent several weeks interviewing staff from the United Nations Development Programme about some intense episodes of crisis that had confronted them.

Based on these interviews, Dr Hoffman developed a series of three fictionalised but highly realistic scenarios. With the help of Dr Arlene Scott, an expert in teaching leadership skills, a workshop incorporating these scenarios was designed to illustrate the key skills needed to be an effective UNDP Resident Coordinator / Resident Representative.

Around 30 UNDP country heads spent three intense days at LSE working through the scenarios and analysing the leadership qualities that affected the outcomes.

The workshop provided participants with a stimulating learning environment in which they could explore and reflect on the different dimensions and aspects of strategic leadership capabilities in broad generic terms as well as in specific UNDP contexts.

Taking key business leadership principles, including leadership -vs- management, systems thinking, and change management,

participants were encouraged to apply these to the intense political complexities of representing a UN development organisation in a transition country.

The aim was to better equip resident representatives to think, plan and act more strategically, particularly in crisis situations where there are often windows of 'exceptional politics' which give the UN Country Team an opportunity to make a greater impact than usual.

As an introduction to the talents on hand at LSE, the workshop opened with an evening panel discussion on the question: 'When will transition end?'. Chaired by Dr James Hughes, four senior LSE faculty members: Margot Light, Saul Estrin, Willem Buiter and Nicholas Barr, discussed the political, economic and social dimensions of transition in the region.

Participants were provided with a list of LSE experts on the region and issues that particularly concerned them; and additional side meetings were arranged by ELSE during breaks in the programme.

Following much positive feedback from participants, ELSE is working with UNDP to create similar workshop programmes for other regions.

Strategic Leadership: A Scenario-Based Workshop was organised jointly between the UNDP Regional Bureau for Europe and the CIS (RBEC), UNDP Learning and Resource Centre (LRCR) and Enterprise LSE.

**Email:** Horatio Mortimer, project manager, at: [h.mortimer@lse.ac.uk](mailto:h.mortimer@lse.ac.uk)



Pictures show members of the panel discussion with Mark Hoffman (top right) teaching one of the workshops.

# Mission and values

ELSE’s activities are important to the School – in its relations with external bodies, to academics for the development of their research materials and in reaching new audiences for their work through consultancy and executive education, to departments as a contribution to the RAE, and for our contribution of profit back to LSE. The way we carry out these activities is important to all of us.

## Mission

To add value to the School through commercial activities, drawing upon the intellectual resources of LSE, which make a direct contribution of profits to the School, enhance the total remuneration of LSE’s academics, and extend and enhance the reputation of the School and its academics with business, government and other external organisations.

## Values

- **Quality:** all services we provide will be of the highest quality, consistent with the reputation of the School.
- **Partnership:** Enterprise LSE sees itself as working in partnership with the School, its academics, clients and business partners and it considers that to sustain our contribution to the School these relationships must benefit all parties.
- **Value for money:** Enterprise LSE will endeavour always to provide services in a cost-effective way so as both to maximise the achievement of objectives for the School, while ensuring that clients remain satisfied with the value of the services provided.

# Interview: LSE Public Policy Group



LSE Public Policy Group (PPG) is an applied research unit that relies heavily upon work commissioned by external organisations within the public and private sector. PPG’s chair and founding member is Patrick Dunleavy (left) and his team has been working with ELSE for a decade now. In his view, there are four key

advantages of contractually funded research for academics whose work involves keeping up to date with rapidly moving public policy or business trends.

First, intelligent government and business clients mostly want to commission forward-looking research that tackles new problems, risks and opportunities: ‘Most other sources of research funding (like the ESRC)’, Professor Dunleavy argues, ‘foster a culture of academic work that is backwards-looking and very risk-averse. Funded research is much better at inaugurating new methods and tackling new topics’.

Indeed, he believes that PPG has become a world leader in new methods like web-censuses and e-surveys because of the demands of working in difficult areas like e-government and comparative budget systems.

Second, he sees important synergies between applied and pure research projects: ‘Undertaking applied work can be a way into radically new research avenues. For example, our work in e-government led onto a longer-run ESRC-funded project and then our latest book *Digital Era Governance* (OUP, 2006).’

PPG is also a partner with the Centre for Economic Performance and LSE Media in the £1m EDS Innovation Research Programme. Professor Dunleavy says: ‘the new RAE rules give much better recognition to applied research, both in terms of counting funding and of contributing to the LSE’s research environment’.

Third, the challenge from business and government clients to derive well-researched prescriptions can stimulate unusually creative

ELSE aims to achieve its mission and values to the satisfaction of the LSE community by observing the following principles.

## Guiding principles

- to work in close co-operation with all parts of the School, contributing to its cohesiveness;
- to endeavour to spread the benefit of opportunities across the academic community;
- to make use of academics’ available time so that the work they do through it will not detract from their principal academic duties;
- to endeavour to ensure that LSE academics always have a visible leading role in projects, even where it needs to engage others so as to add appropriate skills or to scale-up the activity to protect market share and grow profits for the School’s benefit;
- to have regard not only to the financial risk to Enterprise LSE of any new initiative, but also to any risks to the reputations of the School and its academics, or to its relationships with others;
- Enterprise LSE accepts that, as circumstances change, initiatives developed by them may make their contribution most effectively by being recognised as mainstream activities of the School;
- to work, where possible, with other parts of the School to convert Enterprise LSE’s consultancy and executive education clients into strategic partners of LSE;
- to not engage in and undertake work that is unethical or socially irresponsible.

or original research ideas, such as the successful electoral systems designed by PPG for electing the London Assembly and mayor (now also used in all other English mayoral elections).

‘You do need to be careful though’, Professor Dunleavy warns. ‘Firms or agencies that are new to commissioning social science work may be strongly over-optimistic about what outputs can be attained via academic research and a mismatch of expectations can create problems. Business executives are often very can-do in their approach and may need to be carefully briefed to become ‘intelligent customers’ of social science research’.

Fourth, the evidence and validation standards required in government work or for top international bodies can be more demanding than those applied to academic work. For instance, PPG regularly completes ‘value for money’ studies for the UK National Audit Office (NAO) where a ‘clearance’ process ensures that every single public body or private company mentioned in the report agrees the factual accuracy of every statement about them. This is because if the reports go to Parliament’s powerful Public Accounts Committee, as some do, the MPs require that all factual issues are resolved beforehand.

‘After weeks of correspondence, clearing a critical report with a major government department can still take an eight hour meeting and the drafting skills of a global law firm’, says Professor Dunleavy. ‘But the quality of the fact-checking in this process, and the rigour of the evidence-based research needed to survive this kind of line-by-line inspection, is second to none’.

Finally, Professor Dunleavy points to the benefits to the School’s broader teaching programme from the kind of applied research that the Public Policy group focuses on. He is director of the Master of Public Administration Programme (MPA) where students complete group-based ‘capstone’ projects as an integral part of their degree work, many with current or former Group clients. And PPG co-ordinates (with the Careers Service) both a well established Parliamentary Intern scheme (that places graduate students from across LSE with MPs and peers) and a newer Public Policy Interns scheme (where interns go to think tanks, policy units and the public affairs industry).

‘Our contacts list is the basis for all this work’, says Professor Dunleavy, ‘and it’s great to see MPA and MSc students broadening their experience and gaining new skills as a result.’

# Recent projects

- **A DfID funded project**, worth over £2m, entitled *Bosnia – Support for Economic Policy Making for Poverty Reduction*, was formally launched in November 2006 by the British ambassador, the prime minister of Bosnia Herzegovina and Professor Jo Beall, director of DESTIN. This consortium, managed by ELSE, has been advising and assisting with capacity building to the main economic policy making bodies in Bosnia. The project is due to run until at least June 2008, with a group of senior policy makers due to visit LSE in April 2007, and programmes of workshops and advisory sessions in Sarajevo taking place throughout 2007/08.
- **A study led by Jonathan Liebenau** on behalf of McAfee into the current and potential impact on European CIOs of public knowledge of IT security breaches, with reference to recent US legislation forcing companies to report such breaches.
- **Carsten Sørensen**, senior lecturer in Information Systems, and Lord Gould, visiting professor of Media and Communications, provided assistance with the methodology and analysis of the *Mobile Life* report for The Carphone Warehouse. *Mobile Life*, the largest ever consumer survey, asked 16,500 people about the impact of the mobile phone on their daily lives. The report can be downloaded from: [www.mobilelife2006.co.uk](http://www.mobilelife2006.co.uk)
- **A three-day customised course**, sponsored by the DTI and led by Stephen Woolcock of LSE’s International Relations Department, on current issues in international trade diplomacy.
- **A longitudinal micro-data study**, commissioned by the DTI, was undertaken by academics from the Centre for Economic Performance who investigated and reported the economic evaluation of six DTI-funded business support schemes.
- **A programme for the Maltese financial services market** to design and structure a new curriculum is being conducted by Dr Pascal Frantz of LSE’s Financial Markets Group and Accounting and Finance Department.
- **A study for the Environment Agency**, led by Professor Rob Baldwin, into the UK Government’s ‘twin-track’ approach to water regulation, intended to provide a foundation for rethinking the institutional and strategic issues attending the control of water resources.
- **The Internet Corporation for Assigned Names and Numbers (ICANN)**, based in California, approached the LSE Public Policy Group to carry out an independent review of the Generic Names Supporting Organisation (GNSO) and its Council. GNSO was set up by ICANN to take over responsibility for developing and recommending to the ICANN Board substantive policies relating to generic top-level domains.
- **A series of six studies for the State Secretariat for Economic Affairs (SECO)** into foreign trade policy, led by a number of international and LSE academic specialists, the results of which are intended to inform the future developments of Switzerland’s foreign trade strategy.
- **New seminars for the International Centre for Economics and Social Sciences (ICESS)**, launched in Madrid by Howard Davies in October last year, on the *Future of Europe, Geo-Political Risk and Global Financial Services* are due to take place in April, May and June 2007. Twelve LSE faculty will be leading senior contributors from the Centre for European Reform, DEMOS, British Association of Private Security Companies (BAPSC) and Spanish universities and corporations.



Project launch, Sarajevo

# Academic satisfaction questionnaire

ELSE wishes to improve the service it offers to LSE’s academics. To this end, we recently sent a copy of our annual academic satisfaction questionnaire to all those members of the School with whom we’ve worked in the last year. It covers why people choose to work with ELSE, how satisfied they are with our service, and is designed to help us deal with any issues of concern, and to track our service quality.

For the first time, we also made the survey available online, in order to make it easier for you to complete the form quickly and easily in your own time. If you have worked with ELSE before and would like an opportunity to give us your feedback but have not heard from us, please contact Robin Rudd, email: [e.r.udd@lse.ac.uk](mailto:e.r.udd@lse.ac.uk) who will provide you with a link to the questionnaire.

## Contact details

<b>Executive Education</b>	
Yury Bikbaev	<a href="mailto:y.bikbaev@lse.ac.uk">y.bikbaev@lse.ac.uk</a>
<b>Consultancy</b>	
Jeannine McMahon	<a href="mailto:j.mcmahon@lse.ac.uk">j.mcmahon@lse.ac.uk</a>
<b>Mission and Values</b>	
Simon Flemington	<a href="mailto:s.flemington@lse.ac.uk">s.flemington@lse.ac.uk</a>
<b>General Enquiries</b>	
Louisa Bull	<a href="mailto:l.bull@lse.ac.uk">l.bull@lse.ac.uk</a>