

CDRC Masters Dissertation Scheme Alumni Event

29 April 2021

**“The evolution of academic-industry
collaboration”**

**Keith Dugmore
(Formerly Director of DUG, and
Honorary Professor at UCL)**

DUG member companies in 2012:

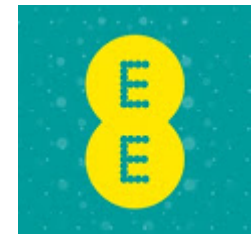
YOUR M&S



centrica

The **co-operative**

John Lewis



Whitbread[™]
Welcome with a smile

DUG members and their interest in data

- Business to Consumer (B2C) companies – a wide range of sectors
- Faced with major decisions about investments
- Need to understand and target customers and markets
- Well-established & often large Insight teams analysing individual consumer records, census and survey statistics, and location data
- DUG members have built close ties since 1998 with several universities, especially UCL

2012: ESRC's “Retail Research & Data” project

1.

**Retailers' needs for research – a
survey of major companies**

Company	Contact name	Position / Title
Argos	Andy Stringer	Location Planning Manager
Asda	Amanda Cockcroft	Site Evaluation Manager
Barclays	Rob Harris	Head of Customer Network Strategy
Boots	Martin Squires	Head of Customs & Market
Boots	Iain Sterland	Senior Portfolio Analyst, Location Planning
CACI	John Rae	Partner - Data & Product Development
Camelot	Gordon Farquharson	Senior ROI Insight Manager
Centrica	Harry Harrison	Senior Analyst
Co-op	Daran Hewitt	National Location Analysis Manager
Co-op	Neil Pollitt	Commercial Insight Manager
Dixon's	Paul Raistrick	Location Planning Manager
E.ON	Stewart Robbins	Head of Customer Insight
Everything Everywhere	Andrew Durbin	Head of Real Estate
Everything Everywhere	James Nolan	Retail Estate Support Manager
Experian	Richard Jenkins	Lead Retail Consultant
John Lewis	Michael Flood	Manager, Strategic Customer Analysis
John Lewis	Nick Davies	Manager, Business Insight
M&S	Mike Whitelegge	Senior Insight Manager
Nationwide	David Tyrrell	Customer Contact Strategy Manager
Nationwide	John Clarke	Branch Location Strategy
Sainsbury's	Annette Dellevoet	GIS Manager
Sainsbury's	Steve Mortonson	Direct Marketing Planner, Insight & Loyalty
Santander	Doug Hird	Risk Analyst
Serco	Richard Hopper	Management Information Manager
Tesco	Ben Smith	Tesco.com manager - Strategy & Analysis
Tesco	Mark Bass	Senior Consultant, Site Research
Tesco	Audun Clark	Community Plan Manager
The Children's Mutual	Martin Bellingham	Head of Sales & Marketing
Whitbread	Lorraine Johnson	Spatial Planning Manager
Yorkshire B Soc	Ian Longley	Head of Insight & Planning

Retailers' priorities for research

Challenges of multi-channel retailing (11)

The economy & regional variations (11)

Store networks & catchments (10)

Transport & accessibility, especially in London (8)

The future of the High Street (7)

Convenience shopping (6)

Pedestrian flows & footfall (5)

Online shopping (5)

Delivery problems (4)

Social media (4)

Workplace populations (4)

Property lists & information (4)

2.

Masters' project proposals

Masters' project proposals on topics developed in discussion with retailers

- Masters' dissertations as a proven practical way of engaging retailers
- The process
 - Seeking project proposal from retailers
 - ESRC's publicity to academic supervisors, and their students
 - Applications & selection
 - 16 projects
 - Monitoring
 - Delivery

Company	Project	Student	Supervisor	University
Barclays	How are changes in consumer behaviour impacting banking provision?	Harman Sandhu	Abhinay Muthoo	Warwick
Boots	The delivery person as face of the company, and its impact on customer care	Shahzar Anwar	Mark Passera	Kingston
Boots	Defining retail conurbations	Matthew Pratt	Jim Wright	Southampton
Camelot	Wealth and Deprivation - developing a consistent indictor across the entire UK	Alistair Leak	James Cheshire	UCL
Co-op	Shopping missions - Main, Top-up, Distress	Katherine Ryan	Paul Longley	UCL
Co-op	Pedestrian flows - Agent-based modelling of footfall in town centres and retail parks	Menghai Lan	Alison Heppenstall	Leeds
Co-op	Competitor evaluation	Remi Martins-Tonks	Gregory Crawford	Warwick
Co-op	Membership and Loyalty	Samuel Tony Brown	David Reinstein	Essex
DUG	Store Location data -what are the best sources?	Benjamin Bond	Martin Clarke	Leeds
Dixon's	Internet killed the Radio Store	Samuel Jones	Nigel Walford	Kingston
Dixon's	What happens when a competitor enters the market?	Guy Lansley	Mark Birkin	Leeds
John Lewis	Transport trends and Retail centres	Thomas Murphy	John Stillwell	Leeds
M&S	High Streets - Classification and predictions	Benjamin Clark	Mark Birkin	Leeds
Tesco	The Olympics and its possible effects on Tesco.com's business	Helen Parker	Mark Birkin	Leeds
Tesco	Green initiatives and their impacts on consumers	Emily Eldridge	Tim Butler	KCL
Whitbread	Weather histories for regions, since 2000	Yasmin Dogan	Paul Norman	Leeds

ESRC Prizes presented by Fiona Armstrong to Masters' students



First prize: Matthew Pratt, University of Southampton

Boots' project: Defining Retail Conurbations



Prize: Alistair Leak, University College London

Camelot project: Wealth and Deprivation – developing a consistent indicator across the entire United Kingdom



Prize: Benjamin Clark, University of Leeds

M&S project: High Streets – Classification & Predictions



Retailers' needs for research – conclusions and recommendations to ESRC Council, February 2013

- Retailers are under severe pressure, due to both the state of the economy, and the growth of multi-channel marketing
- The focus is on the short term
- Issues are amenable to academic enquiry, and are often multidisciplinary

Recommendations to the ESRC:

- Start by fostering small-scale commitments
- Publicise research issues to academics in a wide range of disciplines
- Review retailers' priorities again at the end of 2013 to provide direction for collaborative research in 2014

Masters' projects – conclusions and recommendations to ESRC Council, February 2013

- Despite tight timescales, 10 major companies participated
- Some nervousness about confidentiality
- Benefits to ALL four parties
 - Retailers
 - Masters' students (including £ incentives)
 - Academic supervisors
 - ESRC

Recommendations to the ESRC:

- Repeat again in 2013
- Give thought to forward linkage to ESRC's DTC initiatives
- Looking to 2014, consider mechanisms for creating an annual cycle

Building relationships and seeking further collaborative projects with retailers

- Retail data as a potentially rich research resource
- Linking, triangulating and exploring data
- Placing retailer/academic links on a systematic footing
- Developing education and skills

Recommendations to the ESRC:

- Continue to invest time in building relationships, and spotting opportunities for more ambitious joint working.
- Further attention should be focused upon how shared interests might be pursued beyond Master's dissertations, e.g. retailer involvement in DTCs or shared research projects using retailer data.

Developing a two-way street



Developments and some reflections

- Annual cycle of Master's projects created: 2012, 2013, & 2014
- 2015: Guy Lansley took over the reins
- CDRC established

- The value created by working across sectors
- Relationships take time to develop, building trust and seeking mutual interests
- The importance of particular personalities cannot be overestimated
- Old friends and contacts reappear in new and influential roles
- Building a global network!