



***CONSULTANCY AND KEI***

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## HOW CONSULTANCY CAN HELP ACHIEVE IMPACT

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*At its core, knowledge exchange is about applying research to real world problems and impact is understood as any change brought about in the economy or society as a result of LSE research or expertise.*

LSE Consulting provides an opportunity for you to challenge accepted perceptions, concepts and ideas and apply your research to real issues influencing policy makers, businesses and governments around the world. Over half of our projects involve external partnerships and we currently work with over 300 academics within the School. In the last Research Excellence Framework, providing expert consultation, briefing or advice was used as evidence in 70% of the submitted impact case studies and three LSE consulting projects were selected as case studies in their own right, receiving 4\* ratings.

A large part of consultancy work responds to public sector enquiries or procurement procedures. This includes delivering applied research studies, evaluations, feasibility studies and other services to international organisations (e.g. the UN, World Bank and OECD), European institutions (e.g. European Commission, European Parliament and several agencies) and national authorities (e.g. the UK Home Office, DFID, BIS and Public Health England).

Consultancy also provides the opportunity to work with private sector clients who are interested in connecting with academics and their research to influence changes within their organisations, policy and the wider market.

### What is consultancy?

Consultancy is an opportunity to provide your expert opinion and research expertise. Projects can take many forms, such as policy analysis, advocacy or evaluations, and would typically generate client-specific information or data. Many consultancy reports culminate in recommendations intended for wide public and practitioner readers such as Ministers, senior civil servants, NGO staff and journalists.

### Why undertake consultancy/benefits

- **Access to data:** Projects allow experts to build up or access client data. We negotiate to retain the IP on many projects, to allow you to build on data or results created in an academic format.
- **Impact:** Many projects are designed to meet funders' interests in creating direct impact on policy, businesses or markets, or social issues.
- **Formal and informal network:** Build experience within markets pertaining to your research interests. Connect with key funders, clients, and stakeholders, potentially developing other projects.
- **Financial incentive:** Income can be used to cover your salary with the School or to take as extra income.



## What does impact look like in consultancy

Impacts from consultancy projects result in influences on business, government or civil society actors. Impact can also be traced in changes in how organisations work, which policies are implemented and the process through which this is achieved. It can also result in broader social outcomes which benefit stakeholders within and beyond academia. See the module on **Examples of KEI Metrics and Indicators** for more ideas on how to trace and evidence your impact.

Evidence of LSE Consulting's impact comes in different ways:

- Each year the team implements around 130 projects at the value of approximately £4 million per year, where all profits go back to the School.
- LSE Consulting has engaged with 192 organisations over the past five years and brings in new clients across sectors and geographical locations each year.
- We have expanded our influence across industries/sectors relevant to the School.
- Through our work we create collaborations across departments and academics, stimulating interdisciplinary and creating/modifying tools and products; about 45% of our projects bring together academics from at least two departments.
- Our projects are often covered by media and used by other not-for-profit organisations. Amongst our most recognised work is our involvement in the Costs and Benefits of the EU-USA Investment Protection Treaty (Department for Business, Innovation and Skills), the Sustainability Impact Assessment of EU-Japan Free Trade Agreement (DG Trade, European Commission), a Study on Innovation in Higher Education (DG EAC, European Commission), Big Lottery's Fulfilling Lives: A Better Start, The Global Commission on the Economy and Climate, a report entitled 'Building the Rented Sector' (Homes for Scotland), a study on the social psychology of road safety (Goodyear), a study on the Impact of the Economic Crisis on Social Cohesion (European Parliament), and input to a Monetary Experts Panel for the European Parliament.

## Case studies

**Example:** A team combining expertise across three departments conducted an evidence review of a selection of work-life policy measures. The review supported a possible legislative initiative by the Directorate-General for Employment, addressing the challenges faced by working families. The research team assessed the introduction or extension of a carer's leave, paternity leave, paid parental leave, father's quota, breastfeeding provisions at work and flexible and part-time work arrangements. The study was very welcomed by DG Employment and has direct implications for the work-life balance of young professionals in the EU.

**Example:** The Consulting team worked with researchers from LSE's Centre for Economic Performance in conducting an assessment of the impact of trade agreements on UK and EU consumers for the Department for Business, Innovation & Skills (BIS). The project directly targeted the ongoing work of the team in the field of trade and investment and enabled them to combine a number of complementary approaches to estimate the variety, quality and price effects of recent free trade agreements (FTAs). Drawing on developments in the economics literature and using detailed import and price data for the UK and the EU, the team's work directly informed the analysis of the likely effects of FTAs which are currently being negotiated, such as the EU-Japan Free Trade Agreement and the EU-US Transatlantic Trade & Investment Partnership.





# INSPIRE REAL-WORLD CHANGE

## CONTACT INFORMATION

Contact LSE Consulting to develop  
you consulting expertise.

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