

The Doughty Centre
for Corporate Responsibility:
Year One Report to Stakeholders



“Cranfield University has both a great opportunity and the collective determination to become a ‘green university’. We have world-class research in relevant areas such as carbon sequestration, biodiversity and water management. We have an outstanding School of Management renowned for its contributions to strategic leadership, performance management and organisational change. Taken together these represent a powerful combination – a very strong base from which to make a distinctive contribution to the crucially important sustainability agenda. The Doughty Centre for Corporate Responsibility has a key part to play in all of this, enabling us collectively, the University and our various partners, to realise our sustainability vision.”

Sir John O’Reilly – Vice-Chancellor Cranfield University

“I am delighted that the Doughty Centre has got off to such a good start. Now the opportunity is to build powerful collaborations with other research centres in the School of Management, so that when we all talk about ‘improving the practice of management,’ it is axiomatic that we mean improving the practice of ‘responsible, ethical management.’ Although I will be vacating the director’s chair next spring, I shall continue to watch the progress of the Doughty Centre in the years to come.”

Prof Michael Osbaldeston OBE, Director, Cranfield School of Management

Establishment of the Doughty Centre

In 2006 venture capitalist and Cranfield alumnus Nigel Doughty made a major donation to the Cranfield School of Management to fund the start-up of the Doughty Centre for Corporate Responsibility. In April 2007 the School welcomed Professor David Grayson as Chair of Corporate Responsibility and Director of the new centre. The Doughty Centre aspires to be a leading organisation of its kind in Europe and will work on the role of business in society, including corporate responsibility, sustainability and the enabling environment for business.

This annual report has two purposes:

- To account to the Cranfield School of Management (SOM), our principal sponsor: Nigel Doughty, the Centre's Advisory Council and other stakeholders for our stewardship of the resources provided in this year
- To provide a "calling card" and statement of intent for Year 2, to encourage collaborations both from within Cranfield University and externally.

The Doughty Centre defines a responsible business as:

"one that has built-in to its purpose and strategy a commitment to deliver sustainable value to society at large, as well as to shareholders, and has open and transparent business practices that are based on ethical values and respect for employees, customers, suppliers, investors, communities, the environment and other stakeholders."



Professor David Grayson

"The world will become a different place for business over the next 10 years. An increasing emphasis will be placed on sustainability and lowering business risks by engaging with stakeholder groups. The Doughty Centre is providing an important resource by both educating the next generation of senior executives and also undertaking research in how both business and society can achieve their goals in this area.

Nigel Doughty
Doughty Hanson & Co

Scoping the Terrain for the Doughty Centre



During the first year, we have consulted widely, in order to develop the work programme of the Centre. This has included:

- More than 250 interviews inside the School of Management (with faculty, students, alumni and executive education specialists) and externally with businesses, NGOs, media, think-tanks and policy-makers (both in the UK and internationally)
- A 24-hour scoping workshop at Cranfield in July 2007 with stakeholders
- Conversations with the directors of other university Corporate Responsibility Centres in the UK and overseas
- Analysis of where the Doughty Centre could best contribute to improving the practice of responsible management, given that it is based within a leading, international School of Management which is itself part of a post-graduate technology-focussed university with a world-class research reputation, strong alumni network and corporate partnerships.

Initial Scoping Workshop

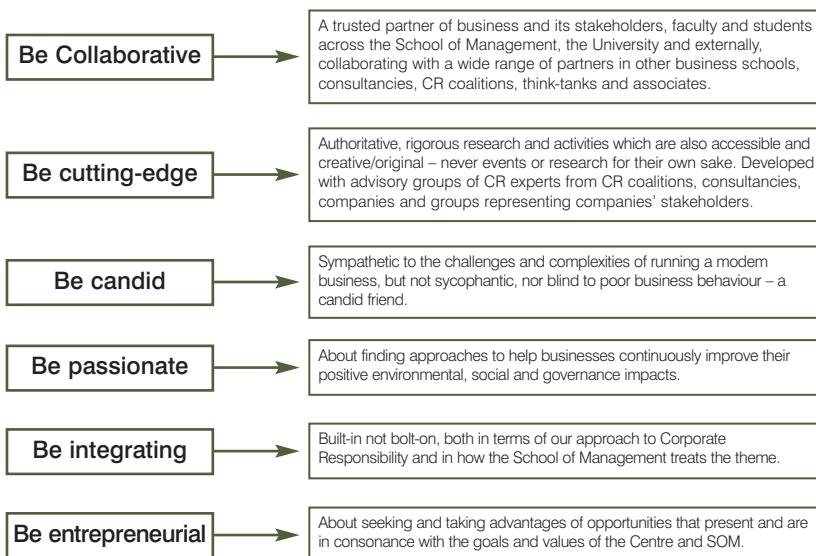
An initial scoping workshop was held in July 2007 and brought together School of Management faculty with a number of reflective practitioners from business and its stakeholders, thought-leaders in CR, other university CR centres, business-led CR coalitions, business, think-tanks, consultancies, media, NGOs and the public sector. The workshop reviewed a draft "State of Play in CR," a preliminary mapping of experts / expertise in Corporate Responsibility across the School of Management; and then debated what, in the light of this review, should be the priorities for the Doughty Centre.

As a result, in September 2007, the executive board of the Cranfield School of Management agreed the Doughty Centre's vision, mission and modus vivendi as:

- | | |
|----------------|---|
| VISION | Sustainability and Responsibility at the heart of successful management. |
| MISSION | To inspire future and current managers with the passion for, and to equip them with the skills for and outlook to put sustainability and responsibility at the heart of successful organisations. |

The Doughty Centre for Corporate Responsibility has been established at Cranfield to improve understanding of Corporate Responsibility and how it can be embedded in businesses.

Guiding Values



The School of Management is all about improving the practice of management – so it follows that the new Doughty Centre aims to ensure that this will be the practice of *responsible* management.

The Centre will focus on three things:

- 1. knowledge creation:** rigorous and relevant research into how companies can embed responsible business into the way they do business;
- 2. knowledge dissemination:** introducing Corporate Responsibility more systemically into existing graduate and executive education (both in relevant open programmes and customised, in-company programmes); and

- 3. knowledge application:** working with alumni, corporate partners and others to implement our knowledge and learning.

An initial overview was provided in the Doughty Centre Inaugural lecture – delivered by David Grayson in Cranfield on Oct 15th and the following evening in London at the headquarters of Merrill Lynch Europe.

Doughty Centre – The Inaugural Year at a Glance



April 2007

- David Grayson and Thea Hughes start work in temporary offices
- Cranfield Corporate Responsibility Network briefing on new Centre
- Initial scoping dinner for stakeholders with Nigel Doughty
- Kennedy School of Government, Harvard presentation on business-led CR coalitions

May 2007

- David Grayson helps moderate Ethical Corporation / BITC annual Responsible Business summit
- Lectures for the Cranfield MBA Globalisation and Society elective

June 2007

- Cranfield CR Network meet on Corporate Responsibility Index
- Doughty Centre invited to co-ordinate European research project on valuing businesses and the investment community
- EABIS leadership forum Brussels: Cranfield appointed to host 2008 EABIS Colloquium
- Opened Cranfield Sustainable Supply Chain Inaugural meeting
- Lecture to Advanced Management Programme

July 2007

- Scoping workshop with stakeholders
- Cranfield CR Network meet on Islam and CR
- Progress review with Nigel Doughty
- Centre Associate Chris Marsden reports on embedding CR through Cranfield MBA

August 2007

- Doughty Centre-led new MBA “Sustainable Business” elective accepted by School of Management
- Centre moves into newly refurbished Cranfield Management Research Institute
- Test-marked Centre case study on Innocent Fruit Smoothies

September 2007

- Capstone end of MBA Year conference on CR: Professors Myddelton and Grayson debate CR
- EABIS colloquium in Barcelona – hand over to Cranfield for 2008
- Valuing business hearings at Lloyds TSB HQ
- Doughty Centre presentation to School of Management Faculty annual meeting
- European Parliament CR Rapporteur Richard Howitt MEP visits Doughty Centre
- HRH The Princess Royal officially opens Cranfield Management Research Institute

October 2007

- Centre Inaugural Lectures in Cranfield and London
- Course for EDF Corporate University Paris
- Guest lecture for School of Applied Sciences Masters students
- School of Management signs up to UN Global Compact Principles of Responsible Management Education

November 2007

- Boston, USA: 2020 Future of Corporation conference with Charles Handy, Peter Senge, John Elkington and Rosabeth Moss-Kanter
- Beyond Grey Pinstripes launch in New York
- David Grayson chairs judges for CSR Europe's Marketplace, Brussels
- Closing lecture for Executive MBA Class of 2007
- Guest lecture to Cranfield Aviation MSc students
- EABIS President and acting director visit Cranfield to meet Cranfield CR Network
- Visit to Oxfam HQ

December 2007

- Presentation on Doughty Centre to the board of the School of Management
- Doughty Centre-written "This much we know" Business in the Community Impact Review and report for Kennedy School of Government, Harvard on Business-led CR coalitions published
- Diageo Foundation President addresses Cranfield CR Network
- Chaired UK Corporate Responsibility Group seminar at Clifford Chance
- Lecture to Cranfield Advanced Management Programme
- Contribution to pilot programme for Coutts Private Banking run by the Bettany Centre for Entrepreneurship

January 2008

- Dr Kenneth Amaeshi joins the Centre as a lecturer
- Cranfield Chapter of Net Impact launched
- First three Doughty Centre papers published on Non-Financial Performance Measures; Responsible Entrepreneurship and The Business Case for Corporate Responsibility

- Centre co-authors "white paper" on Sustainability for BT and Cisco – A New Mindset for Corporate Sustainability
- Helped facilitate 2008 World Entrepreneurship Summit
- Progress review with Nigel Doughty
- Knowledge Interchange Podcast for "Corporate Social Opportunity"
- Centre hosts China and Sustainability briefing in preparation for MBA study tour in June to China, compiled by Dr Tina Xu

February 2008

- Profs Gilbert Lenssen and John Elkington announced as first visiting professors of Doughty Centre
- Katie Stafford from Marks and Spencer addresses Cranfield CR Network
- Centre publishes report on encouraging more corporate community involvement with the Smith Institute and speaks along with Diageo CEO Paul Walsh at London launch
- Key-note address for Belgian Business & Society annual conference with Belgacom CEO Didier Balans
- Lecture to Danish think-tank DEA and workshop with Copenhagen Business school on small businesses and responsibility
- Prof Susan Vinnicombe and Richard Kwiatkowski led a Cranfield Corporate Responsibility Network discussion on Cranfield embedding the new UN Principles of Management Education

March 2008

- Heiko Spitzbeck joins the Centre as a lecturer
- First Doughty Centre strategy day
- EABIS colloquium 2008 Call for Contributions and dedicated website launched www.eabis2008.info
- Teaching on programme for L'Oreal country managers
- David Grayson joins Camelot advisory board on CR



Knowledge Creation: Research

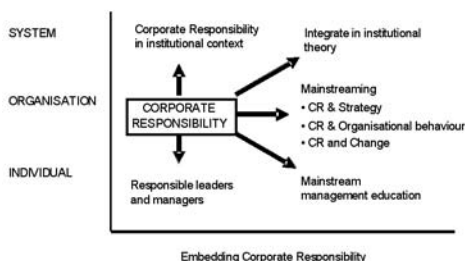
The Virtuous Circle

Research influencing teaching and practice



We see the three legs of the Doughty Centre's work: research, teaching and application reinforcing each other in a Virtuous Circle.

The initial research focus of the Doughty Centre



The research being undertaken by the Centre is designed to help fulfil the mission and improve the practice of responsible management and contribute to advancement of management theory. In particular, the focus will be on developing knowledge which helps managers and organisations embed corporate responsibility (CR) and sustainability.

In the first year, we have:

- Agreed a research proposal on Non-Financial Performance Metrics, with the European CSR Alliance and the European Academy for Business in Society (EABIS)
- Produced early stage scoping papers and / or discussion papers on Non-Financial Performance Metrics; The Business Case for CR; and responsible entrepreneurship
- Published joint reports with the Kennedy School of Government's CSR Initiative at Harvard, and separately with BITC on business-led Corporate Responsibility coalitions
- Collaborated with academics from Beijing, MIT, IESE and Singapore on a "white paper" sponsored by BT and Cisco on a New Mindset for Corporate Sustainability

During 2008-09, we will:

- Complete the European research project on Non-Financial Performance Metrics
- Develop a series of Centre publications (with some on our own and some in partnership with other organisations) on key aspects of embedding Corporate Responsibility such as stakeholder-engagement; governance of CR; communicating CR; and accelerating business & asocial innovation through CR and collaboration. This will form the basis for a distinctive Cranfield "perspective" on embedding CR, including how this is developing in different forms of capitalism and societies around the world.
- Establish a CR Research Club with firms from a number of business sectors.
- Start work on a second research track around "the enabling environment" for CR. This may include the implications of technological advances and the contribution of CR to "partnered" or "collaborative governance".

Knowledge Dissemination: Teaching

The intention is to integrate Corporate Responsibility into the full range of SoM teaching (Graduate and Executive). Our goal is to ensure that Corporate Responsibility is not perceived as a *bolt-on* but should be *built-in* to a wide range of courses. The first activities have been designed to create a significant presence in the MBA and in in-company executive education. The long-term vision is that every graduate of Cranfield School of Management will have been exposed to sustainability and responsible organisation practice, and have a critical awareness of the issues involved.

In the first year, we have:

- Audited the entire MBA programme to identify where Corporate Responsibility is already discussed and where this could logically be extended
- Secured agreement for a new Sustainable Business elective to be taught by a cross-disciplinary team of Cranfield faculty co-ordinated by the Doughty Centre
- Contributed to a number of graduate and executive education programmes

During 2008-09, we will:

- Try to create a "virtual" compulsory CR course on the MBA through embedding in the existing core MBA subjects
- Pilot and then extend the new Sustainable Business elective on the MBA and develop modules for two of the specialist Masters programmes
- Input to curriculum development through EABIS and through the UN Global Compact Principles of Responsible Management Education • Develop the tools and techniques (including the Doughty Centre Fifty Lessons on Corporate Responsibility) for teaching on more of the open and customised executive education programmes

Sustainability and Corporate Responsibility on the Cranfield MBA

Sustainability and organisational responsibility is an increasingly important part of management. This is true for not-for-profit and public sector organisations as well as for businesses. Corporate responsibility has come increasingly to the fore. As The Economist magazine noted in a survey of CSR (Jan 18th 2008)

"...in practice few big companies can now afford to ignore it."

The Cranfield MBA continues to evolve to reflect this shift. All MBA students now explore the purpose of business and corporate responsibility at the end of the compulsory economics course in term one. Sustainable development and the implications for how business is run is a unifying theme for the International Business Experience in which all Full-time and Executive MBAs take part. Additionally, MBA students have the opportunity to learn more about the debates on business in society in the Globalisation and Society elective. The Sustainable Business elective theme (new in 2008) is designed to teach participants how to embed responsible business and sustainability through their organisation. Out of the classroom, there are opportunities to debate sustainability and Corporate Responsibility in the Cranfield chapter of Net Impact – the global organisation for business school students. Our MBA students are also invited to attend the regular meetings of the Cranfield Corporate Responsibility Network where faculty, students, associates and alumni debate the latest research and practice. Students also have the option of undertaking individual and group projects in the second half of the MBA programme, when their topic can cover an aspect of sustainability and CR. Recent projects have included a review of recycling programmes for Nike; and a study of how multinational businesses are embedding CR into the way they do business.



Knowledge Application: Advising and Consulting



The Doughty Centre has been created with a strong mandate to be engaged in the debates about business in society. We aim to work with a variety of organisations to promote the implementation of responsible business practice.

In the first year, we have:

- Fronted Cranfield's winning bid to host the European Academy of Business in Society (EABIS) 2008 Colloquium. The theme of the 2008 colloquium is Corporate Responsibility and sustainability: Leadership and Organisational Change. EABIS is a unique alliance of companies, business schools and academic institutions which, with the support of the European Commission, is committed to integrating business in society issues into the heart of business theory and practice in Europe. The colloquium, with more than 300 delegates, brings together leading academics in Corporate Responsibility and Sustainability, together with business leaders and other stakeholders (www.eabis2008.info).
- Established the Cranfield Corporate Responsibility Network.
- Initiated collaborations with selected, key intermediaries – see box on next page. The goal is both to draw insights into the Centre and to work through the existing platforms which these organisations provide in order to raise awareness of the Doughty Centre and its work.

During 2008-09, we will:

- Work with two separate organisations to help them embed CR.
- Successfully host the 2008 EABIS Colloquium and develop effective partnerships with a number of CR “multiplier” organisations, building on the Colloquium.
- Pilot work with the Bettany Centre for Entrepreneurship on small businesses and social enterprises.

Knowledge Application

We are working closely with a number of partner organisations to share insights and to spread knowledge further and faster. These include:

- **BUSINESS IN THE COMMUNITY – BITC:** David Grayson is a long-serving director of BITC. He has produced a review of BITC to mark its Silver Jubilee which formed the basis for the 2007 BITC impact Review. Senior BITC directors have spoken at the Cranfield CR network and participated in the Centre's scoping workshop. During 2008-09, the goal is to data-mine the BITC Corporate Responsibility Index in order to understand better how companies embed responsible business and sustainability into their core purpose and strategy.
- **ETHICAL CORPORATION:** David Grayson has been a contributor to Ethical Corporation magazine and will chair their 2008 annual conference. David has worked with the Ethical Corporation Institute in developing Corporate Responsibility policy options for the British Opposition leader David Cameron.
- **EUROPEAN ACADEMY FOR BUSINESS IN SOCIETY – EABIS:** Cranfield is one of the founding partners of EABIS and has been actively involved in EABIS projects. The School will host the 2008 EABIS Colloquium and the Doughty Centre will co-ordinate a major EABIS research project on valuing businesses, in 2008-09.
- **INSTITUTE FOR BUSINESS ETHICS – IBE:** a Cranfield MBA student and lecturer co-authored an IBE publication in 2007. We continue to provide research facility access for IBE and during 2008 aim to work together on exploring how a genuine commitment to embed business ethics can be moved from risk minimisation to opportunity maximisation.
- **KENNEDY SCHOOL OF GOVERNMENT, HARVARD – CSR INITIATIVE:** David Grayson is a visiting Senior Fellow at the Initiative which has published "Business-led Corporate Responsibility Coalitions." Together with the director of the CSR Initiative, there will be a further report later in 2008 on business-led CR coalitions. Jane Nelson will be rapporteur for the 2008 EABIS Colloquium at Cranfield.
- **SUSTAINABILITY:** John Elkington, founder of SustainAbility, participated in scoping events for the Centre and we are delighted that John will be one of the first visiting professors attached to the Doughty Centre. Sophia Tickell – chair of Sustainability's has become a member of the Centre advisory council. David Grayson continues to serve as a member of SustainAbility's faculty.
- **TOMORROW'S COMPANY CENTRE:** Tomorrow's Company participated in the Centre's scoping workshop in July. The Doughty Centre director is a member of the research faculty for the Tomorrow's Global Company Inquiry. The two centres are now exchanging insights and working on a number of themes including how to measure business success and how businesses can collectively contribute to raising standards of business behaviour.



Cranfield Corporate Responsibility Network

We believe that Corporate Responsibility has to be built-in to business purpose and strategy – and not be a bolt-on to business operations. In the same way, it has to be built-in to the School of Management – not be a bolt-on. This is work in progress. Some of the developments and activities to date include:

- Building up the Cranfield CR Network as a campus-wide resource and meeting place for dialogue and exploration between academics, business and its stakeholders, think-tanks and NGOs
- Involving as many Cranfield faculty as possible in the organisation of the 2008 EABIS Colloquium, as speakers, chairs, hosts, research track leaders and presenters
- Using Cranfield's support for the Principles of Responsible Management Education as a stimulus for change
- Creating a "buzz" internally and externally around our work on CR and Sustainability
- Running the new Sustainable Business MBA elective as a cross-faculty teaching project
- Proactively feeding material and ideas from external CR networks and organisations back to faculty, and encouraging faculty to explore the responsible business aspects of their work

The Cranfield Corporate Responsibility Network is an open forum for faculty, students, associates, alumni and partners. The Doughty Centre has taken on the management of the Network. Meetings are held roughly every month. The meetings serve a variety of purposes: some provide a platform for Cranfield students and faculty to present their research and test out ideas; others involve visiting speakers and provide an opportunity to explore new issues in Corporate Responsibility and potential research topics / sources. All meetings are intended to be highly participatory and facilitate effective networking.

Meetings over the last year have included:

- Katie Stafford, Marks and Spencer's Sustainable Business Manager, gave a presentation on Marks and Spencer's Plan A and the challenges of implementing it. Plan A is a series of more than 100 commitments on climate change, sustainability, healthy living and ethical business practice. It has attracted global interest and has attracted a range of business awards.
- A seminar and discussion led by Professor Susan Vinnicombe and Richard Kwiatkowski on the Principles of Responsible Management Education (PRME) and how Cranfield School of Management could successfully implement them. Launched by UN Secretary General Ban Ki-moon in July 2007, Cranfield was one of the first ten business schools in the world to sign up for PRME.
- Dr Tina Xu of Cranfield presented on CR and Sustainability in China and the issues facing foreign companies doing business in China as well as Chinese businesses which are growing and starting to trade internationally.
- Geoffrey Bush, Chair of the Diageo Foundation and, until recently, Global Corporate Citizenship Director of Diageo, led a discussion on embedding corporate responsibility in a global business.
- Najeeb Al-Ali (Cranfield DBA student and Director of Dubai Centre for Corporate Values) and David Logan (Co-Chair, Corporate Citizenship Company) gave a seminar entitled "Corporate Responsibility and Islamic Values - how does CR relate to Islamic values and practice?"
- Patrick Mallon, Director of the Corporate Responsibility Index (CRI) and Business in the Community gave a seminar entitled "CRI - an untapped goldmine of how FTSE 100 companies are integrating Corporate Responsibility? Business in the Community's CRI enables companies to benchmark their integration of Corporate Responsibility."
- An initial discussion meeting was facilitated by David Grayson on the way the network should operate and the kind of future events members would like to attend.

NET IMPACT

In February, Cranfield saw the launch of its own Net Impact Chapter, only the fourth business school in the UK to have such a group. Net Impact is a nonprofit organisation linking professionals and business schools across the world who have an interest in corporate responsibility. Its mission is to make a positive impact on society by growing and strengthening a community of new leaders who use business to improve the world. The Chapter was launched with an introductory speech from the European Net Impact Director, Catarina Soares, and a debate on the relevance of CR between Cranfield Professors David Myddelton and David Grayson.

Beyond Grey Pinstripes

On 16th November David Grayson attended the formal launch in New York at the headquarters of Ernst and Young of the 2007 edition of Beyond Grey Pinstripes in which Cranfield ranks 56th in the global top 100 Business schools, in terms of its track record on embedding Corporate Responsibility in teaching and research. The rankings are based on the two years up to the end of 2006. We are aiming to improve our rankings in 2009 with more MBA courses in Corporate Responsibility, the establishment of the Doughty Centre and the launch of the Cranfield Chapter of Net Impact.

There were some 200 attendees mainly from participating business schools, sponsor companies and journalists.



Aspen Institute for Business in Society Founder Director, Judy Samuelson, presents Cranfield's Beyond Grey Pinstripes certificate in New York, November 2007.

Introducing the Centre Team



David Grayson CBE
Professor of
Corporate
Responsibility,
Director of the
Doughty Centre for
Corporate
Responsibility

David started his working life in marketing management with the multinational Procter and Gamble. For most of his career, however, he has been a social entrepreneur - starting and / or running a number of public-private-community partnerships. He was co-founder / director of Project North East (www.pne.org). He chairs Housing 21 - one of the leading providers of sheltered and extra-care housing and care for older people (www.housing21.co.uk) and he is a former joint Managing-Director of Business in the Community (www.bitc.org.uk). David is founder chairman of the UK Small Business Consortium (www.smallbusinessjourney.com). Much of his recent work has focussed on how to shift Corporate Responsibility from being a bolt-on to business operations to being built-in to business purpose and strategy. He is especially interested in how a genuine commitment to sustainability and responsibility can become a source of creativity and innovation, leading to new business opportunities.

He has Masters degrees from the universities of Cambridge and Brussels (ULB, where he was Wiener-Anspach Scholar) an MBA from Newcastle; and has an honorary doctorate of laws from London South Bank University. He was the first German Marshall Fund Employment Fellow. He has been a Visiting Fellow at several UK and American business schools.

His publications include: "Corporate Social Opportunity: Seven Steps to make Corporate Social Responsibility work for

your business" (Greenleaf, 2004, www.greenleaf-publishing.com); "Everybody's Business - Managing Risks and Opportunities in to-day's global society" (Dorling Kindersley and The Financial Times 2001) - both co-authored with Adrian Hodges. He has also contributed chapters to several other books including "The Accountable Corporation;" the Financial Times "Mastering Enterprise;" "The Financial Times Handbook of Management;" "The Directors' Manual;" and "What if?" He was awarded the OBE for services to industry in 1994 and the CBE for services to disability in 1999.

Visiting Professors

Two leading figures in the sustainability and corporate responsibility movement: John Elkington and Gilbert Lenssen have been appointed Visiting Professors at The Doughty Centre.



John Elkington
 Co-founder of SustainAbility in 1987 (Chair from 1995-2005), and Founding Partner & Director of Volans Ventures, John Elkington is a world authority on corporate

responsibility and sustainable development. In 2004, *Business Week* described him as "a dean of the corporate responsibility movement for three decades." Established in 1987, SustainAbility advises clients on the risks and opportunities associated with corporate responsibility and sustainable development. Working at the interface between market forces and societal expectations, SustainAbility seeks solutions to social and environmental challenges that deliver long term value. SustainAbility works with leading companies, NGOs and influencers around the world. Clients include ABN Amro, BP, Coca-Cola, Ford, Microsoft, Nestlé, Nike, Norwich Union, Shell, Swiss Re, Unilever and Wal-Mart.

"I am delighted that Cranfield University has agreed these two appointments. Both Gilbert and John combine intellectual rigour and original thinking with a deep sense of the practical. It is a coup for the Doughty Centre to have secured the engagement in our first year of two such distinguished experts.

Professor David Grayson

"I see this as a learning opportunity at least as much as an opportunity to share what we have learned to date. Cranfield has long had an impressive reputation in relation to management education - and now the Doughty Centre looks set to be a jewel in the crown.

John Elkington



Volans Ventures, launched in April 2008 aims to find, explore, advise on and build innovative scalable solutions to the great global divides that overshadow the future. Volans is carrying forward John's work with The Skoll Foundation (<http://www.skollfoundation.org/>) on a \$1 million, 3-year field-building programme in relation to social entrepreneurship.

Directly linked to this work, John's latest book is on entrepreneurial solutions—particularly on the work of leading social and environmental entrepreneurs. Co-authored with Pamela Hartigan, at the time the Managing Director of The Schwab Foundation (www.schwabfound.org) and now a Founding Partner of Volans Ventures, *The Power of Unreasonable People: How Social Entrepreneurs Create Markets That Change the World*, was published by Harvard Business School Press on 5 February 2008.

Over time, John has authored or co-authored 17 books, including 1988's million-selling *Green Consumer Guide and Cannibals with Forks: The Triple Bottom Line of 21st Century Business* (1997), has written hundreds of articles for newspapers, magazines and journal—and has written or co-written some 40 published reports.



Gilbert Lenssen
PhD MBA FRSA

For 25 years Gilbert Lenssen pursued an international business career in Belgium, UK, USA, Germany, Spain and India in Human

Resource Management, Corporate Affairs, Operations Management, Marketing Management and General Management. His last executive post was Global Vice President BP Solar International. After doctoral studies he became professor at the College of Europe and visiting fellow at Templeton College, Oxford University

Currently he is President of the European Academy of Business in Society, as well as professor of Management at Leiden University and visiting professor at Henley Management College. He is a member of academic advisory boards at several business schools in Europe and a member of the editorial board of several academic journals.

His teaching and research are in the fields of business environment and strategy, organisational behaviour, and business and society. He has extensively published on corporate responsibility and management competencies, competitiveness, strategic management and governance.

He is a member of the Board of the European Foundation for Management Development (EFMD) and a life fellow of the Royal Society of Arts



Kenneth Amaeshi
BA BPhil MA MSc
MBA PhD
Lecturer, Doughty
Centre for Corporate
Responsibility

Kenneth Amaeshi joined Cranfield in January 2008.

Prior to that, he was a Research Fellow at the University of Warwick (Warwick Business School and Warwick Manufacturing Group, respectively) and has over ten years' experience in corporate responsibility research and practice. He is also an Associate of the Centre for the Study of Globalisation and Regionalisation at the University of Warwick and a Visiting Scholar at Said Business School, University of Oxford. His research focuses mainly on: sustainable finance and innovation; comparative corporate social responsibility; commercialisation of intellectual property assets; governance of innovation networks; and multinational corporations in developing economies. Previously he worked as a management consultant to multinational corporations in oil and gas, financial services, telecommunication and aviation industries in Africa and Europe.

Kenneth has postgraduate degrees in psychology and economics of public policy and a MBA in CSR from Nottingham University Business School. His PhD was on Comparative Political Economy of Corporate Social Responsibility in Germany and UK. He has won several academic awards including those from the World Bank and Wharton Business School, University of Pennsylvania. He was a Chevening Scholar (2002/3). He is published in International Journal of Interdisciplinary Social Sciences Journal of Business Ethics, Business Ethics: European Review, Journal of World Business and reviews for Human Relations and Academy of Management.



Heiko Spitzeck
Lecturer, Doughty
Centre for Corporate
Responsibility

Heiko Spitzeck is a lecturer at Cranfield University's Doughty Centre for Corporate

Responsibility in the UK. During 2006-2007 he held visiting scholar positions at the University of California at Berkeley and Fordham University in New York and earned his PhD at the University of St. Gallen in Switzerland. In the European Business Ethics Network (EBEN) he is responsible for the network's communication activities. Between 2004 and 2006 he served as Director for Oikos International, a student-driven NGO for sustainable management and economics. His research is oriented around organisational behaviour, especially learning and innovation from business and society interactions (corporate responsibility, normative and strategic management, NGO strategy, sustainability and management education). Before starting his academic career, Heiko worked for the international consulting firm Accenture in Munich. He studied European Business Studies at the Universities of Bamberg (Germany) and Seville (Spain).

The Centre is also pleased to work with a number of independent associates – Chris Marsden, Sharon Jackson, Neil Jeffrey and Malcolm Arnold.

"I currently observe two developments in the CR space which are very significant. First, within 5 years, CR has moved from a peripheral concern in management to a main challenge in the perception of executives – see the latest surveys of McKinsey and The Economist. No doubt Business Schools will catch up with this, although some are slow to respond. Second, recently the debate on the voluntary nature of CR is shifting (see publications by Reich, Ruggie, Zadek and conferences organised by the European Commission) There are more persistent calls for "contractualisation" of CR across industry sectors and a stronger role for government. The cumulative output of efforts by individual companies is perceived to be insufficient to adequately address global challenges. In order to avoid ill conceived regulation, business needs to engage pro-actively in this evolution and provide leadership in shaping this "third generation of CR".

Gilbert Lenssen

The Doughty Centre in the News

Why greed is no good

Philanthropic acts are increasingly important at a time when global problems require solutions from business. **Hilary Wrice** reports

The economic crisis has led to a re-evaluation of the value of philanthropy. In the UK, the Doughty Centre for Charitable and Social Enterprise has been set up to support and promote social enterprise and philanthropy. The Centre is a not-for-profit organisation that aims to support and promote social enterprise and philanthropy in the UK. It was founded in 2008 and is based in London. The Centre's work is focused on three main areas: research, education and advocacy. It has published several reports and books, and has organised a number of events and conferences. The Centre is also involved in a number of projects and initiatives, including the Doughty Centre for Social Enterprise and the Doughty Centre for Philanthropy. The Centre's work is supported by a number of donors and partners, including the Wellcome Foundation, the National Endowment for Democracy and the National Endowment for the Arts. The Centre's work is also supported by a number of government departments, including the Department for Business, Innovation and Skills and the Department for Communities and Local Government. The Centre's work is also supported by a number of academic institutions, including the London School of Economics and the University of Cambridge. The Centre's work is also supported by a number of other organisations, including the Social Enterprise Foundation and the National Council for Voluntary Organisations. The Centre's work is also supported by a number of other individuals, including Hilary Wrice, the Centre's founder and director. Hilary Wrice is a social entrepreneur and philanthropist who has been involved in a number of other organisations, including the National Endowment for Democracy and the National Endowment for the Arts. Hilary Wrice is also a member of the National Council for Voluntary Organisations and the Social Enterprise Foundation. Hilary Wrice is also a member of the National Council for Voluntary Organisations and the Social Enterprise Foundation. Hilary Wrice is also a member of the National Council for Voluntary Organisations and the Social Enterprise Foundation.



Supporting students' literacy is a high-profile campaign

Supporting students' literacy is a high-profile campaign. The Doughty Centre has been involved in a number of projects and initiatives to support and promote literacy in schools. One of the most prominent of these is the 'Social Entrepreneurship had a big impact on me' project, which aims to support and promote social entrepreneurship in schools. The project is based on the idea that social entrepreneurship can be used to address social problems and create positive social change. The project is supported by a number of donors and partners, including the National Endowment for Democracy and the National Endowment for the Arts. The project is also supported by a number of other organisations, including the Social Enterprise Foundation and the National Council for Voluntary Organisations. The project is also supported by a number of other individuals, including Hilary Wrice, the Centre's founder and director. Hilary Wrice is a social entrepreneur and philanthropist who has been involved in a number of other organisations, including the National Endowment for Democracy and the National Endowment for the Arts. Hilary Wrice is also a member of the National Council for Voluntary Organisations and the Social Enterprise Foundation. Hilary Wrice is also a member of the National Council for Voluntary Organisations and the Social Enterprise Foundation. Hilary Wrice is also a member of the National Council for Voluntary Organisations and the Social Enterprise Foundation.

Articles by or about the Doughty Centre have appeared in *The Sunday Times*, *The Financial Times*, *The Times* and *The Independent* during the year.

Doughty Centre Publications

Doughty Centre Occasional Papers are designed to stimulate debate on topical issues of Responsible Business and Sustainability:

"Small is sustainable (and beautiful!) – encouraging European smaller enterprises to be sustainable" – David Grayson & Tom Dodd

"The Business of Business is...? Unpicking the Corporate Responsibility debate" - Chris Marsden and David Grayson

"Sense and Sustainability" Inaugural Lecture

Doughty Centre Working Papers provide a contemporary review of academic research and opportunities for further research informed by practitioner experience, needs and perceptions of knowledge gaps:

"Non-Financial Performance Metrics for Corporate Responsibility Reporting Revisited" – Malcolm Arnold

Joint Publications

Business-Led Corporate Responsibility Coalitions: Learning from the example of Business in the Community in the UK. An Insider's Perspective - David Grayson with the CSR Initiative of the Kennedy School of Government.

The Global Step Change: the 2007 Lifeworth Annual Review of Corporate Responsibility co-sponsored with Griffith University, Australia.

A New Mindset for Corporate Sustainability – with BT & Cisco and academics from MIT, IESE, Beijing and Singapore.

Engaging business in the community – not a quick fix - Geoffrey Bush, David Grayson and Amanda Jordan, with Jane Nelson – Smith Institute

Can We Help?

The Doughty Centre aims to combine rigorous research and leading-edge practice. The Centre welcomes enquiries for collaborations including:

- speaking and/or chairing conferences and in-company events
- facilitating organisations in the public, private or voluntary sectors who wish to produce their own think pieces / "white papers" on Corporate Responsibility, sustainability or public-private-community partnerships
- practical projects to embed CR in an organisation
- scenario-development and presentations to help organisations envision a more responsible and sustainable future
- co-creation and joint publication of research, think-pieces and practical "how-to" guides
- design and delivery of organisation-customised and open learning programmes around CR, sustainability or public-private-community partnerships

"All publications can be downloaded from the publications page of the Doughty Centre website: www.doughtycentre.info

Corporate Responsibility and sustainability are undoubtedly much higher up the agenda for business and of greater relevance to the rest of society than even a few years ago. Are enough businesses yet embedding Corporate Responsibility well enough? Definitely not. This is why it is so important that Professor David Grayson's work at the Doughty Centre leads the field in doing ground-breaking, rigorous research which is relevant and compelling for business leaders - and which they can understand and implement."

Dame Julia Cleverdon CBE - Vice-President of Business in the Community

To register for e-news updates: www.doughtycentre.info



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