



# The Doughty Centre for Corporate Responsibility 2007-2017: Report to Stakeholders

April 2017

**Cranfield**  
School of  
Management

| Doughty Centre for  
Corporate Responsibility



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# Directors foreword



**Professor David Grayson CBE**  
Director of The Doughty Centre for Corporate Responsibility  
Cranfield School of Management

**I am delighted to share this report on the work of the Doughty Centre for Corporate Responsibility over the last decade. The Timeline (page 6) shows our evolution and the infographic (page 10) summarises our major outputs. The report highlights some of our significant impacts. I hope we have had a positive impact on Cranfield itself, the external organisations with whom we have worked, and the wider world of management education and corporate sustainability.**

## Exploring Business Purpose

In my mind, the decade of the Doughty Centre for Corporate Responsibility is book-ended with two lectures. In my inaugural lecture (delivered on campus on October 15th 2007 and thanks to Bob Wigley, at the headquarters of the then Merrill Lynch Europe in London the following night), Sense and Sustainability, I quoted Charles Handy and asked *“what is a company for?”*. On June 22nd 2017 in Melbourne, Australia – I will give the 2017 Corporate Public Affairs Oration for the Australian Centre for Corporate Public Affairs. I have chosen as my title for the Oration: *“Why are we here? Reflections on personal and organisational purpose”*.

In the intervening 10 years, we have in the Doughty Centre kept returning to this question of purpose. In our research into social Intrapreneurs and social intrapreneurism since 2009 (Social Intrapreneurs - An Extra Force For Sustainability; Creating Sustainable Business through Social Intrapreneurism and Intrapreneurism And All That Jazz), we have considered how individuals seek to align their personal purpose with that of their employer to create value both for the business and society – or even to help nudge a business towards more explicitly creating shared value for the business and society. In all of our work around how businesses engage employees on sustainability (Engaging Employees in Corporate Responsibility and Corporate Responsibility Champions Network: A How To Guide and Supporting Corporate Responsibility Performance Through Effective Knowledge Management) and on the role of boards in providing governance and oversight of corporate sustainability (Towards A Sustainability Mind-Set:

How Boards Organise Oversight And Governance Of Corporate Responsibility) we have assumed that the businesses concerned have incorporated ideas of corporate sustainability into their core purpose.

Responding to what, sadly proved to be Nigel Doughty's last challenge to his Centre, since 2012 we have mapped organisations, initiatives and time limited projects concerned with the renewal of capitalism: seeking to create a more responsible, inclusive, sustainable, long term capitalism (Renewing Capitalism: Reflections). At the heart of the various efforts to renew capitalism is the idea of a pro-societal business purpose which is beyond maximising shareholder value.

Our renewing capitalism work led to the commission from Coca-Cola Enterprises, working in partnership with the Financial Times, to explore whether business should indeed have a societal, as well as commercial, purpose and whether there are generational differences in views about this between current and future business leaders. (Combining Profit and Purpose).

Most recently, we have researched sustainable entrepreneurs who have successfully integrated business performance with sustainability performance; and the idea of later careers with purpose (Purpose Driven Leader: Purpose Driven Career).



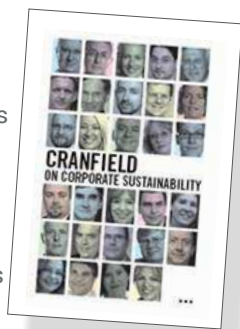
## Collaboration to Achieve Sustainability

Underpinning all of this work has been our decade long work on the need for purposeful businesses to collaborate. To collaborate with other businesses and to collaborate with other parts of society (NGOs, governments, international agencies etc.,) in order to learn faster, ensure they are not derailed by the laggard firms (what we call “the deniers” in Business Critical: Understanding a Company’s Current and Desired Stages of Corporate Responsibility Maturity) and to ensure that through collaboration there will be a critical mass of firms able to work with each other and to advocate for pro sustainable development public policies since systemic change is clearly also required. We have not resolved all these deep questions but in the words of a favourite quotation of Nigel Doughty, “at least we have been in the arena.”<sup>1</sup>

## New Beginnings

After 10 years, it is time for fresh eyes and new approaches. I am further reducing my own time commitment at Cranfield (in the short term to tackle physical mobility issues and then to increase my campaigning work especially around being a great employer for working carers).

I am delighted that we are now transitioning the Doughty Centre into a cross faculty Sustainability Network under the leadership of Professor Emma Macdonald. I am looking forward to continuing to work with Cranfield colleagues to support Emma in expanding research, teaching and advisory work around sustainability, purpose and responsible business. Our aim is that through the Sustainability Network and working more closely with faculty across disciplines, we will expand our impact, help build more resilient organisations and empower more leaders with purpose. We have some solid foundations: in 2012, thirty faculty, doctoral students and associates worked together to produce Cranfield on Corporate Sustainability which remains, as far as we know, the first and only book where faculty from across management disciplines in one business school explore what sustainability means for their discipline. It is my hope that collaboration like this, to achieve sustainability in management will become “business as usual” for Cranfield, as well as the wider community.



## Acknowledgements

The Doughty Centre would never have happened without the vision, commitment and funding of Nigel Doughty. His sudden death in February 2012 deprived us of a source of inspiration, connections and support. One of the things I am especially proud of, and I know Nigel wanted, was that over the decade of the Centre, we have matched his original donation almost twice over, from other donations, sponsorships commissions and income generation.



*Nigel Doughty 1957-2012:  
Distinguished Cranfield  
Alumnus and founder of  
The Doughty Centre*

We have enjoyed the enthusiastic backing of four directors of the School of Management over the past decade: Professors Michael Osbaldeston, Frank Horwitz, Joe Nellis and Maury Peiperl.

I want to give heartfelt personal thanks to Dennis Stevenson – Lord Stevenson of Coddanham – who has chaired the Advisory Council for the Centre over the past decade. Especially since Nigel’s death, Dennis has been a tower of strength, checking in frequently on how we were doing, hosting the annual meetings of the council and providing advice and insight. All the current and former members of our Advisory Council have been critical friends, challenging our annual work programme and providing practical help: hosting events, speaking for us and/or encouraging others to come to speak at Cranfield.

We have benefitted greatly from the help and advice of our visiting professors and visiting fellows who have spoken on courses, written or contributed to Centre publications and made introductions/shared insights. It has been a privilege to work with and learn from academic colleagues both in the Centre (at various times, Heiko Spitzeck Kenneth Amaeshi, Andrew Kakabadse, Palie Smart); and more widely across the School of Management. Particular thanks also to Centre Associates Sharon Jackson, Mel McLaren and Charlotte Turner; and to team administrators: (for the first eight years) Thea Hughes, and latterly Lynne Lewis. To everyone who has supported the Doughty Centre this last ten years: a very big thank-you.

**Professor David Grayson CBE**

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THE MAN IN THE ARENA: Excerpt from the speech “Citizenship In A Republic” by Theodore Roosevelt, delivered at the Sorbonne, in Paris, France on 23 April, 1910 [www.theodore-roosevelt.com/trsorbonnespeech.html](http://www.theodore-roosevelt.com/trsorbonnespeech.html)

# Ten years timeline

**Inaugural lecture in Cranfield and London for 400 guests**



**2007**

250+ consultation interviews x-University + businesses, NGOs, media, think-tanks and policy-makers (UK + internationally) on Centre work programme

Residential scoping workshop with 35 participants from academia, business, Civil Society, public sector and EU

“This much we know” publication with CSR Initiative, Kennedy School of Government, Harvard University and Business in the Community

Cranfield CR Network seminar on Islam and Corporate Responsibility

Cranfield joins UN Principles of Management Education as one of earliest global signatories

**Host largest ever annual colloquium for Academy for Business in Society**



**2008**

Drs Kenneth Amaeshi and Dr Heiko Spitzbeck join. John Elkington and Gilbert Lenssen made visiting professors



Sir Stuart Rose Cranfield Lecture on embedding Plan A for Sustainability in Marks and Spencer

Occasional Paper on embedding CR and Sustainability in curriculum. Managing Sustainable Business Elective starts on MBA

“Engaging business in the community: Not a Quick Fix” published with The Smith Institute

“Towards a Mindset for Corporate Sustainability” with BT and Cisco

**Pears Business School Partnership launched with London and Said Business Schools**



**2009**



16 business and thought leaders contribute to Doughty Centre 50 Lessons on Responsible Business

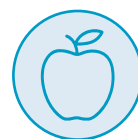
Centre director co-chairs EU Multi-stakeholder Forum plenary meeting, Brussels

Launch “Second Half Network” with Accenture and Volans to explore Demographic Change & Responsible Business

Rajiv Maher joins as Doughty Doctoral Scholar

CR & Regulation Seminar held at Anglo-American HQ

**Innocent drinks: Values and Value teaching case wins Best Ethics and Social Responsibility category of European Case Awards**



**2010**

BP Deepwater Horizon real-time business school teaching case

Presentation to HBR Poland conference

Guide to Communicating Corporate Responsibility jointly published with Ogilvy Communications as a “fluid book”

Centre joins Global Network for Corporate Citizenship



Presentation to EFMD annual MBA directors conference

**Business Case for Responsible Business published with Business in the Community**



**2011**

Occasional Paper on Social Intrapreneurism

Speech to All-Party Parliamentary Group on Corporate Responsibility in UK parliament



First participation at annual Asian CSR Forum

Presentation to Skoll World Forum on Demographic Change and responsible business

**“Cranfield on Corporate Sustainability” published**

**White Paper on Board Mindset for Corporate Sustainability with Business in the Community**

**“Social Intrapreneurism and all that Jazz” book published**

**Corporate Responsibility Coalitions wins Academy of Management best Social Issues in Management book award**

**Later Careers with Purpose Occasional Paper**

**Sustainable Entrepreneurism research published. Launched with B-Lab UK in Responsible Business Week**



**2012**

**2013**

**2014**

**2015**

**2016**

**2017**

Dr Palie Smart joins Centre as Reader in Corporate Responsibility focussed on sustainability innovation

Key-note on Sustainability to Alumni Annual Conference

“Business Critical: Stages of Corporate Responsibility Maturity” Research

Collaboration signed with Rotterdam Business School

Completion FP7 EU-Innovate Research on Sustainable Consumption

Joint paper with CSR Initiative, Kennedy School of Government, Harvard University on Responsible Gold

Helica Simulation Game on stakeholder-engagement and Teaching pack on Business and Human Rights published by Case-Centre

Tracking Luxotica Sustainability journey



Mandarin version of Corporate Responsibility Coalitions

Peter Lacy delivers Nigel Doughty Memorial Lecture on Waste to Wealth: The Circular Economy

Will Evidence-based management Shape the future of Corporate Sustainability Reporting paper

Launch of new Sustainability Network

Run M&S Sustainability Retailing Challenge

“Cranfield on Corporate Sustainability” author films

“Profit with Purpose” Report for Coca-Cola Enterprises

Cranfield Round-table on Renewing Capitalism

Sustainable Innovation Exchange



Occasional Paper on Identifying Material Social, Environmental and Economic Impacts

“Corporate Responsibility Coalitions: Past, Present & Future of Alliances for Sustainable Capitalism” published & international presentations made

Judging Guardian Sustainable Business Awards

“Flooring the Competition: The Desso Collection” of teaching cases written with cross-disciplinary faculty team

City & Guilds Skills Development Fund evaluation starts

Take care: How to be a great employer for working carers book



Core course on MBA & CR module for International HR Management exec MSc starts

Key-note speech and plenary interview for Asian CSR Forum held in Myanmar

“Why are we here: reflections on personal and organisational purpose” Oration for Australian Centre for Corporate Public Affairs

Sir Andrew Witty, CEO GSK delivers Pears Annual Lecture at Cranfield

# Doughty Centre Impact

## Influencing public policy:

We produced a paper on “Collaborative Commitments” for the Prime Minister’s Council on Social Action during Gordon Brown’s premiership; and contributed to a paper on Corporate Responsibility strategy for David Cameron.

Our work with Bocconi and Vlerick Business Schools for ABIS and CSR Europe on non-financial performance reporting contributed to a change of heart in the EU Commission over mandatory reporting of non-financial performance by large companies which eventually led to the Non-Financial Performance Reporting Directive.

Most recently, Dr Palie Smart has been appointed to The Innovation Caucus (IC). This is a new initiative developed and funded by Innovate UK and the Economic and Social Research Council (ESRC) to provide independent insights to shape and support the design, development and evaluation of policies and programmes to support sustainable innovation-led economic growth across the UK and will also inform the activities of the Department for Business, Energy and Industrial Strategy. (BEIS)



**Dr Palie Smart**  
Cranfield School of Management

## Helping improve business performance:

The Centre has helped several organisations develop a Sustainability Strategy or to develop a specific work programme. These have included Coca-Cola Enterprises, EDF Energy, Luxottica, Marks & Spencer, The Crown Estate. The Centre is also now working on evaluation projects with City & Guilds, Duke of Edinburgh Award Scheme and St James’s Place Foundation.

“At Lockheed Martin we have undertaken a project to develop an internal maturity model for sustainability/CSR to use in guiding strategy for our executive leadership. As part of this process I’ve reviewed several academic models...we found your paper to be very insightful and unquestionably one of the most articulated models that we’ve reviewed.”

**Dr Christopher Richard**  
Lockheed Martin

## Developing management practice (teaching):

Over the decade, the Doughty Centre team have taught on various graduate and executive programmes. These have included a Sustainable Business Elective and latterly a core, compulsory course on the full-time and executive MBAs; core courses at various times on Finance, Marketing, International Human Resource Management, Entrepreneurship and Management, and the general Management MScs.

Under the leadership of Dr Palie Smart, the School also started a Management & Corporate Sustainability MSc.

We have also taught on various open and in-company, customised executive development programmes including the School’s two main senior level open programmes.

“we found the course fascinating and very engaging. It’s a very interesting topic and the extent of your knowledge and experience was clear to see and your anecdotes were perfectly pitched.”

**John Jones**  
Head of HR Projects, IMI plc and student executive  
IHRM MSc 2015-17

## Providing thought-leadership:

The Doughty Centre has researched, written and lectured extensively on how businesses collaborate with other businesses, NGOs, governments and international development agencies on sustainable development. We have investigated the evolution of collaboration models and more recently have started to investigate skills in partnership conception, creation, continuation and (where appropriate) closure. Doughty Centre doctoral scholar Rajiv Maher did his doctoral thesis on why collaboration breaks down between mining companies and indigenous communities affected by major mine developments. Dr Sara Holmes did her PhD on business-community partnerships. Current doctoral scholars John Herniman and Stefan Hemel are respectively studying the role of social intrapreneurs; and unusual business-NGO collaborations. David Grayson’s book: “Corporate Responsibility Coalitions: The past, present and future of alliances for sustainable capitalism” written with Jane Nelson from the Harvard University Kennedy School of Government won the 2015 Academy of Management best Social Issues in Management book award. The book has been presented to conferences, boards and/or senior management teams of corporate responsibility coalitions in Belgium, Germany, Indonesia, Ireland, Israel, Lebanon, Norway, Singapore, Sweden, UK, and the US.



## Developing teaching resources for responsible management education:

Centre authors have published 26 teaching cases including Flooring the Competition: the Desso Collection. The Desso Collection brings together individual cases and teaching notes exploring the implications of committing to corporate sustainability at carpet tiles maker Desso. Each case is designed to be free standing but the collection can also be used together to help students get a better understanding of the many different facets of organisational transformation required in moving towards corporate sustainability. The individual cases cover innovation, leadership, programme management, marketing, supply chain and logistics, human resources, and corporate responsibility. Collectively, they can also be used to explore change management. The cases have been produced on a collaborative basis by faculty from Marketing, Supply Chain and Logistics, IHRM, Programme Management, Corporate Responsibility and Innovation, co-ordinated by the Doughty Centre.

The Centre has also developed Helica Gold: a stakeholder engagement simulation game set in the imaginary country of the Republic of Helica. The game revolves around the discovery and proposed development of major gold reserves by a London-headquartered gold mining company which is listed on the London and New York Stock Exchanges: Beaumont Gold. In order to meet legal permitting requirements to continue into the next stage of development, Beaumont Gold has to secure agreement from the Municipal Government of Sur State, in consultation with communities.

Business school students need to understand what responsibilities businesses have when it comes to human rights. Yet Business & Human Rights is not yet widely taught in the world's 13,000+ business schools. A joint initiative from the Doughty Centre and the Institute for Human Rights and Business ([www.ihrb.org](http://www.ihrb.org)), led by then visiting fellow Chris Marsden, is designed to give business school faculty sufficient material and teaching resources, to enable non-specialists to introduce the subject. The Business And Human Rights Teaching Module won the enthusiastic endorsement of the UN Special Representative for Business and Human Rights Prof John Ruggie from Harvard who wrote: "Chris Marsden's fabulous module on business and human rights shows what companies must do, and what future executive must learn, to help achieve a socially sustainable globalization."

## Contributing to academic discourse:

Centre authors have published more than 70 articles in academic journals such as Smart, P., Hemel, S., Lettice, F., Adams, R. and Evans, S. Forthcoming 2017. Pre-paradigmatic status of industrial sustainability: a systematic review. *International Journal of Operations and Production Management*.

This is part of research which has been led by Dr Palie Smith which addresses a critical issue in Innovation Management - the relationship between new innovation models and sustainable business growth. Whereas traditional innovation models have been closed, centralised and exclusive; emerging models are more open, distributed and inclusive. The practice of innovation is increasingly being defined by new forms of value creation that is happening within planetary constraints. This necessitates multi-stakeholder engagement to ensure diversity and equality of opportunity if business is to positively impact society in the longer-term.

## Sharing our experience of embedding responsibility and sustainability in management education:

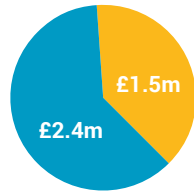
We have contributed articles, presentations and good practice materials about embedding corporate responsibility and sustainability to the major international networks of Business Schools including AACSB, ABIS, Chartered Association of Business Schools, EFMD and UN PRME as well as for the management education pages of *The Financial Times*, *Ethical Corporation* and *the Journal of Management Development*. The Doughty Centre is also an adviser to the Rotterdam Business School and the Asian Institute of Management.



*HRH The Prince of Wales challenges participants at the 2008 ABIS Colloquium at Cranfield to embed corporate responsibility and sustainability in business school teaching and research.*

# Doughty Centre 2007-2017

£1.5million donation from Nigel Doughty matched with £2.4million - over 1.5 times over - from income-generation



## SPEAKER EVENTS



Over **150** students helped to attend external conferences



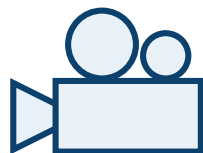
Key-noted or helped chair more than **60 business conferences** and spoken at a further **100+** events around the **WORLD**



## MEDIA

**50**

Points of View film interviews



**150+** academic, practitioner and blog articles

## TEACHING



**26** The Case Centre teaching cases



Over **3,000** executive education and graduate students taught

## PUBLICATIONS



**12** books and chapters to **7** other books

**40** Centre publications: (Occasional Papers, How-to guides, Hot-Topics and Working Papers)



## PRODUCED

**10**



Consultancy projects for businesses and NGOs

thought-leadership papers for both Gordon Brown's Prime Minister's Council on Social Action; and for David Cameron

# Message From The Director



**Professor Maury Peiperl**  
Pro-Vice-Chancellor and Director of the School of Management

**As detailed in this report, over the last 10 years, Cranfield's Doughty Centre for Corporate Responsibility has proactively engaged and collaborated with national and international businesses, NGOs and governments to help build responsible and sustainable organisations. In doing so, the Centre has also empowered current and future leaders with the behaviours, skills and motivation to drive change in their business and industry.**

As we look to the future, it is clear that the role and expectations of leaders and organisations will continue to evolve. We look forward to addressing this challenge through relevant research and teaching to advise individuals and their firms on sustainable, purposeful and responsible business leadership.

I would like to thank current and former colleagues, students and business friends who have helped us develop a decade of strong, long-term relationships and corporate sustainability expertise. We are excited to create new connections as we continue to grow and see more demand for corporate sustainability both in the UK and overseas.

**Professor Maury Peiperl**

## **Moving forward - Bridging across the silos - the new Cranfield Sustainability Network**

A key challenge faced by many sustainability directors is how to engage with their colleagues across organisational functions. To help address this challenge, Cranfield is building its own cross-disciplinary group of functional specialists, the Cranfield Sustainability Network. Its goal is to help organisations to build bridges between functions in order to embed sustainability as a collective endeavour. The network is being led by specialists in marketing (Prof Emma Macdonald and Prof Hugh Wilson), supply chain (Mike Bernon and Dr Benny Tjahjono), economics (Dr Andy Angus), and entrepreneurship (Dr Maarten van der Kamp), along with Prof David Grayson.



## Doughty Centre people

### **Doughty Centre Advisory Council: Current and former members:**

Richard Bowker, Nigel Doughty, John Duggan, Peter Lacy, Lindsay Levin, Dr. John Neill CBE, David Pitt-Watson, Lord Stevenson of Coddenham (Chairman), Sophia Tickell, Sir David Varney, Bob Wigley.

### **Current and past Doughty Centre Academic team:**

Dr. Kenneth Amaeshi, Prof. David Grayson CBE, Prof. Andrew Kakabadse, Dr. Palie Smart, Dr. Heiko Spitzbeck, Prof. Emma Macdonald, Prof. Hugh Wilson, Mike Bernon, Dr Benny Tjahjono, Dr Andy Angus, Dr Maarten van der Kamp

### **Current and former Visiting faculty:**

Ron Ainsbury, Dr. Kenneth Amaeshi, Zoe Arden, Edward Bickham, Gib Bulloch, Mandy Cormack, Patrick Dunne, John Elkington, Dr. Sara Holmes, Justin Keeble, Stephen Kimbell, Prof. Gilbert Lenssen, David Logan, Chris Marsden OBE, Dr. Lance Moir, Dr. David Slattery, Prof. Heiko Spitzbeck, Ros Tennyson, Gerry Wade.

### **Associates:**

Sharon Jackson, Melody McLaren, Charlotte Turner.

### **Current and former Centre administrators, research assistants and managers:**

Mattia Anesa, Claire Angus, Nadine Exter, Thea Hughes, Lynne Lewis, Hayley Warren.

### **Current and former Doctoral students:**

Gary Cunliffe, Stefan Hemel, John Herniman, Rajiv Maher, Rosina Watson (current), Christine Mera (current), Gary Cundill (current), Zoe Rowe (former), Guy Champriss (former).

### **Funders**

Our thanks to funders / commissioners over the decade: ABIS, Business in the Community, Camelot, City & Guilds, Coca-Cola Enterprises, CSR Europe, Doughty Foundation, Duke of Edinburgh Award Scheme, Garfield Weston Foundation, Higher Education Funding Council, IBM, Johnson & Johnson, Lloyds Banking Group, Luxotica, Marks & Spencer, Microsoft, Nominet, Pears Foundation, Shell, St James's Place Foundation, Telecom Italia, The Crown Estate, Unilever.

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