



# **cbsCSR REPORT**

**2011 / 2012**

# Letter from Per Holten-Andersen

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## President of CBS

In 2011, a new strategy for CBS was launched entitled “Business in Society” (BiS). This strategy recognises that corporations and organisations, among others, shape our society and that society helps to shape the activities and processes of companies and organisations. CBS has a special responsibility to communicate knowledge and new ideas to future CEO’s and society in general.

CBS’ greatest contribution to this process is research-based education, which is why investment in research and high academic standards are crucial to our future development. By virtue of our unique diversity, CBS wishes to be one of the leading universities in the world in terms of world-class research and teaching within the classic management disciplines and in academic activities that place business in a wider social, political and cultural context.

For the past 10 years, the CBS Centre for Corporate Social Responsibility (cbsCSR) has been a gathering place for CSR interested scholars from all over the world, and is now the largest CSR research institute in Europe.

This accomplishment is due to the dedication and enthusiasm of the researchers at cbsCSR, which has resulted in a rising number of CSR-related publications and a rising number of students attending CSR-related electives every year since 2002 and underlines CBS’ goal of educating responsible graduates.

I want to congratulate the Centre on its achievements, and state my expectation that over the next 10 years the Centre will continue to attract the best-qualified staff and enhance its international and national status. This will be accomplished through the continued production of high-quality research and outreach activities as well as the exchange of important knowledge across national and international borders, both within the corporate and academic sectors.

*Per Holten-Andersen*  
President of CBS

# Letter from Dorte Salskov-Iversen

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## Head of Department, Intercultural Communication and Management (ICM)

As the proud departmental home of the cbsCSR, ICM congratulates cbsCSR on its achievements as it celebrates its first 10 years.

Multi- and inter-disciplinary by design, ICM researchers explore (the conditions of) managing, organising and governing in a globalising world, sharing a concern with culture, communication and context. ICM faculty are international and drawn from a wide range of academic fields and disciplines, including: organisation studies and management science, political science and international politics, development studies, consumer studies, sociology, cultural and economic geography, area studies, social anthropology, communication and culture studies. Three different research groups constitute the primary internal anchorages for ICM’s researchers and their projects - the CBS Centre for Corporate Social Responsibility (cbsCSR); the Centre for Business and Development Studies (CBDS); and the Communication, Organisation and Governance (COG) Cluster – each of whom has created a dedicated and internationally recognised research agenda, which in turn informs and drives the department’s teaching agenda.

ICM aspires to be an internationally recognised contributor to the development of a strong ‘Business in Society’ brand of business school research and education that revolves around the role of business in society and the effects of organisations and organising on society. It does so by harnessing and leveraging the quality and the impact of its three distinctive and yet interconnected research groups.

It is a tall agenda, in part because it is inter- and multidisciplinary, and no one environment can exhaust it. The contribution of cbsCSR – itself an interdisciplinary endeavor – in this regard is crucial. Through its creative and innovative mobilisation of the multiple disciplines, practices, people and organisations that inform corporate responsibility and sustainability in Scandinavia and globally, the cbsCSR has established itself as a global hub for advancing the theory and practice of Corporate Responsibility and Sustainability. This is i.a. evident from cbsCSR and ICM’s track record in research addressing the field; and from the role of cbsCSR faculty members in delivering CBS’ responsibilities as a founding

member of ABIS – The Academy of Business in Society – and as a member of PRME.

I am confident that cbsCSR will maintain its impressive momentum and generate new knowledge, insights and partnerships in its next 10 years.

*Dorte Salskov-Iversen*  
Head of Department, Intercultural  
Communication and Management (ICM)



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# Chapter 1 Introducing cbsCSR

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Chapter 1 gives an in-depth insight into the CBS Centre for Corporate Social Responsibility (cbsCSR), the core of the Centre's activities as well as the people working here.

- Shared Knowledge, Shared Value
- About cbsCSR
- Vision and Mission
- Outlook
- Staff at cbsCSR

# Shared Knowledge, Shared Value



## By Associate Professor and Centre Director Esben Rahbek Gjerdrum Pedersen

In 2011-2012, the CBS Centre for Corporate Social Responsibility (cbsCSR) consolidated its status as one of the world's top research environments on Corporate Social Responsibility (CSR). In this period, the Centre has published 60 papers, taught CSR on countless courses, hosted a number of international symposia and conferences, and generated some DKK 14,5 million in external funding. These contributions forcefully demonstrate cbsCSR's commitment to generate new knowledge of CSR and making it available and useful for a wide range of audiences, e.g. researchers, students, businesses, policy makers, and civil society organisations.

The aim of cbsCSR is to produce world-class CSR research, teaching, and outreach activities that are of relevance to both scholars and practitioners. cbsCSR emphasises collaboration with a broad range of stakeholders, e.g. companies, governmental bodies, private foundations, NGOs, and the media. Cross-sector dialogue and engagement create a vibrant research environment that enables cbsCSR to have a footprint on both the theory and practice of CSR.

Multi-disciplinarity is another key characteristic of cbsCSR. Recognising the broad and diverse nature of the CSR concept, the Centre has embraced research from a variety of perspectives. Scholars from e.g. marketing, philosophy, political science, law, and economics have all found their way to cbsCSR and been able to shape the current profile of the centre. In the future, cbsCSR will continue to welcome contributions from all scholars who bring with them novel ideas about CSR and related terms.

In 2013 and onwards, cbsCSR will continue to expand its activities – thereby strengthening its international reputation as a knowledge hub for CSR. Teaching is to be further strengthened in both quantity and quality, fundraising efforts will be intensified, and more CSR research will find its way into top academic journals. To implement these ambitious goals, we also expect new junior and senior scholars to join cbsCSR, helping to make it the best CSR research environment in the world.

In 2011, Michael E. Porter & Mark Kramer coined the term “Shared Value” in a now famous Harvard Business Review article. Shared value can be broadly understood as policies and practices that benefit both business and society. This report will hopefully also document cbsCSR's ability to create shared value for its key constituents (businesses, students, researchers, the general public, to name a few.) by generating and disseminating world class knowledge of CSR. Enjoy the reading.

Esben Rahbek Gjerdrum Pedersen

# About cbsCSR

cbsCSR was founded in 2002 by Professor Mette Morsing, Adjunct Professor Peter Pruzan and Associate Professor Steen Valentin. The main purpose of the Centre was to sustain the focus on the new conditions for company activities in society, addressing surrounding questions of corporate social responsibility and sustainability. In 2012, Associate Professor Esben Rahbek Gjerdrum Pedersen became the new cbsCSR Director.

Over the past ten years the Centre has grown to become an established hub that brings together a large group of researchers from various backgrounds – all with a common interest in the study of CSR and sustainability-related issues – to ensure CBS's commitment to interdisciplinary teaching and research on the topic.

Today, cbsCSR enjoys the status of being one of World's top class research environments within CSR as well as one of the largest centres globally, in terms of number of researchers. The Centre consists of approximately 27 researchers, 5 research assistants and 3 adjunct professors, Peter Pruzan, R. Edward Freeman

and Mads Øvlisen, former CEO and President of Novo Nordisk, who all contribute actively to the Centre's activities and are a constant source of inspiration. In the spring of 2013, the Centre will be welcoming a new Adjunct Professor, Susanne Stormer, Vice President of the Global Triple Bottom Line in Novo Nordisk.

The cbsCSR's unique value proposition, setting the framework of the Centre's work with CSR, lies within 3 key areas:

### Research:

The basis for research at cbsCSR is multi-disciplinarity. The core research group consists of a cross-disciplinary body of researchers that embrace and approach the field of CSR from different theoretical disciplines, including philosophy, sociology, business economics, strategy, management, communication studies and organisation theory.

### Teaching:

Another important attribute of cbsCSR is to provide cross-cutting research on CSR to the various study programmes and academic

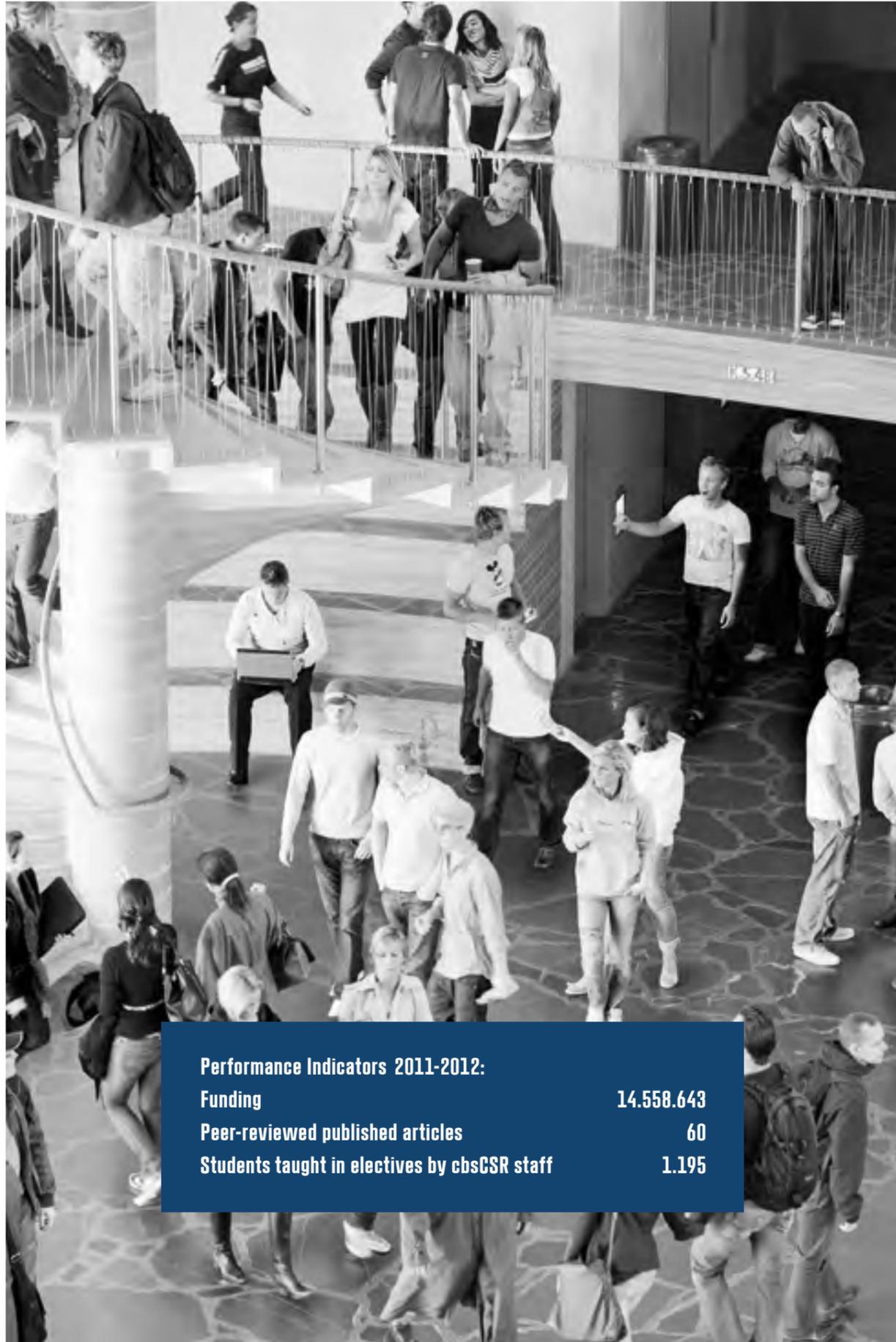
activities at CBS. The core research group is actively involved in and contributes to the teaching and supervision on CSR and sustainability-related electives on all educational levels; from undergraduate to graduate, MBA and PhD level.

### Outreach:

Central to cbsCSR is engagement with a large network of partners from academic institutions, the public sector, civil organisations and private businesses. Research is developed in close collaboration with cbsCSR's partners and the relationship between theory and practice is central to all the Centre's activities.

## Significant achievements:

- cbsCSR has been the driving force behind several initiatives at Copenhagen Business School, such as: 360° Students for Sustainability, today called oikos Copenhagen; UN Principles for Responsible Management Education (PRME) (2008); Dansk Initiativ for Etisk Handel (DIEH) (2008); the CBS Sustainability Platform (2011) and the Scandinavian Centre for Corporate Sustainability, which will be launching in 2013.
- cbsCSR has played a major role in CBS achieving 2<sup>nd</sup> place in sustainability research publications in Europe, according to Beyond Grey Pinstripes Ranking 2011 (Aspen).
- Globally, cbsCSR has also played an important role as one of the founding institutions of EABIS, now ABIS (The Academy of Business in Society).
- cbsCSR researchers have been internationally recognised with the Emerald Outstanding Paper Award, Emerald Social Impact Award, the CBS Communication Award, the Research Award in Finance and Sustainable Development for Best Published Academic Paper.
- cbsCSR researchers are board members at numerous prestigious journals and corporations, both nationally and internationally.



**Performance Indicators 2011-2012:**

<b>Funding</b>	<b>14.558.643</b>
<b>Peer-reviewed published articles</b>	<b>60</b>
<b>Students taught in electives by cbsCSR staff</b>	<b>1.195</b>

# Outlook

**By Esben Rahbek Gjerdrum Pedersen**

As 2012 is drawing to a close, cbsCSR can look back on ten years of continued growth and a newly cemented status as the largest research Centre on CSR in Europe. In 2012 alone the Centre added two new Professors in Professor Andreas Rasche and Professor Kai Hockerts, three new Assistant Professors in Michael Etter, Robert Strand and Merrill Jones Barradale and four new PhD students in Anirudh Agrawal, Frederik Larsen, Sarah Netter and Kirsti Reitan Andersen. In the coming years, the Centre will continue to expand and by the spring of 2013 we will be joined by Professor Lars Thøger Christensen from the University of Southern Denmark; Associate Professor Friederike Schultz from VU University Amsterdam; and Adjunct Professor Susanne Stormer, Vice President of the Global Triple Bottom Line in Novo Nordisk. We will also be host to a number of visiting international scholars, and the first ones to join are Associate Professor Dennis Schoeneborn from Universität Zürich and Associate Professor Glen Whelan from the University of Nottingham, International Centre for Corporate Social Responsibility, in the UK.

In 2013, cbsCSR will focus on six strategic challenges:

1. Further integration of the academic staff
2. A bigger emphasis on external funding
3. A growth in research projects
4. A significant growth in research articles
5. A more integrated collaboration with our academic and business partners
6. Teaching.

When we, in the autumn of 2007, moved to the ground floor of Porcelænshaven 18A, it allowed the Centre and its researchers to integrate further and collaborate with likeminded scholars. We plan to further this integration in the coming years by increasing the amount of Brown Bag seminars held, and we also plan to

commemorate published articles with a small get-together where researchers can present their work in a social setting.

cbsCSR has historically been very successful in attracting external research funding. In 2013 and onwards, we will continue to place emphasis on ensuring financial support to large-scale research, teaching and dissemination activities. In the first half of 2013, cbsCSR has therefore established collaboration with a number of private and public partners, on drafting a number of research proposals that can potentially play an important role in setting the future research agenda for cbsCSR.

Between 2011 and 2012, researchers from the Centre published a combined total of 60 journal articles. It is the Centre's ambition to exceed this number in the coming years. Publications are, and will, continue to be a key evaluation criteria for the academic staff, and the Centre will work to get the senior scholars to work as publication "mentors" for younger colleagues. Furthermore, we will work on encouraging senior and junior staff to co-author articles.

To further the publication effort, we will also invite editors and reviewers from the top journals to teach our faculty about the rules, requirements and expectations of specific journals, in order to have a better chance of getting published. It is therefore our goal that all cbsCSR researchers publish at least two articles a year with at least one in a cbsCSR relevant journal, such as Journal of Business Ethics and Journal of Management Studies. Additionally, it is our target to get a minimum of four articles in a FT45 ranked journal a year. Finally, it is also expected by cbsCSR researchers to take part in the public debate both in the national and international media on subjects concerning CSR.

In 2013 and 2014, we intend to add new members to the Centre's list of partners and strengthen relationships with the existing ones – whether it concerns internal partners (e.g. CBS Sustainability Platform or PRME & Sustainability Office), professional network organisations (e.g. ABIS) or corporate partners. With regards to the latter, we have already expanded our partnership with Novo Nordisk through the Adjunct Professorship granted to Susanne Stormer, Vice President of the Global Triple Bottom Line in Novo Nordisk.

Finally, cbsCSR will be continuously dedicated to deliver high-quality teaching to CBS students and other audiences. While the Centre in principle is predominantly oriented towards research – teaching on CSR and sustainability has turned out to be in major demand both among students at CBS, and also students outside CBS. We now teach a large number of CSR-related courses at CBS, from first semester intro-courses on CSR offered to all new CBS students, general undergraduate-level and graduate-level courses, PhD courses, the international CSR CEMS course, as well as Fulltime MBA and Executive MBA courses.

Since 2002, cbsCSR has successfully demonstrated its ability to impact how CSR is preached and practiced. In the future, cbsCSR hopes to further expand its activities and thereby continue to influence how scholars and practitioners make sense of CSR.

# Staff at cbsCSR



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## Chapter 2 Outreach

Chapter 2 describes the core outreach activities of cbsCSR.

- Partnership Introduction
- Academic Partners
- Corporate Partners
- Student Partners
- Brown Bag Seminars in 2011 and 2012
- Visiting Scholars

# Partnerships Introduction

One of the most important aspects for cbsCSR is the creation and sharing of knowledge. To leverage on the knowledge generated at the Centre, the Centre engages in knowledge sharing across academia and the corporate sector to create the most value. The Centre has, since its birth, engaged in several partnerships that have been beneficial for all parties. The Centre has established partnerships with other universities, enterprises, and organisations – involving their partners in a variety of activities such as research, PhD projects, conferences, seminars, education, and knowledge groups. Concurrently, cbsCSR researchers are extensively invited to give lectures, participate in committees, boards, and to advise companies and other organisations on CSR and sustainability issues.

## Academic Partners

### PRME & Sustainability Office

CBS is developing the current and future leaders of businesses and society. For us, this entails a dedication to living up to international standards such as the United Nations Global Compact, which calls for promoting responsible management education (PRME) and requires CBS to develop and live up to organisational standards of environmental performance outlined under the UN Global Compact. CBS works towards these goals through PRME & Sustainability Office, which unites the Office of Responsible Management Education and our Green Campus Strategy, CBS Goes Green.

CBS is a pioneer in embedding PRME, and is currently reviewing everything we do through this lens. The office drives multiple projects and initiatives with the aim of making responsible management education explicit in activities around research and education. This includes initiatives such as facilitation of curriculum development, the annual Responsibility Day for all new bachelor students, support for case writing on responsible management issues, and faculty development. Underpinned by the Green Campus Strategy, CBS furthermore invites students and employees to engage in a mutual commitment with CBS in the

path towards a sustainable campus. Active involvement across the business school is a precondition if CBS is to successfully reach the 2020 goal of reducing the CO2 emission by 40 pct.

“Over the years cbsCSR has managed to attract national and international scholars, who are at the cutting edge of research, as well as to establish a truly cross-disciplinary working environment where ideas turn into action and fruitful partnerships, not least with the PRME & Sustainability Office. The office owes a great deal to this innovative and inspiring environment, which we are lucky to have as a close partner and collaborator.” Lene Mette Sørensen, Director of PRME & Sustainability Office

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### The CBS Sustainability Platform

Compared to cbsCSR, the CBS Sustainability Platform is a rather new initiative at CBS, in operation only since July 2011. The Sustainability Platform was born out of the most recent overall strategy for CBS, Business in Society, which has set new perspectives for how CBS can enhance interdisciplinary collaboration on research and education, and how the business school can help to address grand societal challenges across academic ‘borders’.

At CBS, we see sustainability as one of these challenges. The study of sustainability and, in particular, the role that organisations play in contributing to sustainable development on the economic, social, and environmental side, is one that we have undertaken at CBS. This is achieved to a greater extent with the Sustainability Platform, by fostering cooperation across CBS departments and relevant disciplines. For example, the Platform provides seed funding for new research, educational, and knowledge dissemination initiatives.

The Platform is run by Professor Mette Morsing, Professor Stefano Ponte, and the Sustainability Platform's Project Manager Barbara Louise Bech.



Professor Stefano Ponte, Former Platform Manager Elisabeth Crone Jensen and Professor Mette Morsing

Of the relationship between the Sustainability Platform and cbsCSR, former Project Manager Elisabeth Crone Linding says, “there is an obvious overlap in interest between cbsCSR and the Platform and an ultimate goal of making CBS one of the leading business schools when it comes to CSR and sustainability research and education. The Platform is very lucky to be able to tap into much of the great work that is done and has been done by the Centre

for past ten years, as well as to develop new initiatives together with cbsCSR-affiliated researchers. With the Platform being a more network-based entity, we are happy that cbsCSR provides a motivating and inspirational space for researchers, students and practitioners to meet and discuss.”

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# Corporate Partners

## Knowledge Group

The Knowledge Group, established in 2010, is run by Associate Professor Steen Vallentin and Project Manager Kristine Ohrt. It gathers practitioners from the Danish business community to facilitate knowledge sharing and discussions on CSR. The Group meets four times a year to discuss a predetermined CSR-related theme, and usually has a visiting professor or a leading expert within the field of CSR to give a presentation related to the theme.

The Knowledge Group has an upper limit of 15 companies, and at this point in time the members are: Novozymes, DONG Energy, Arla Foods, Carlsberg Group, A.P. Moeller –Maersk, ATP, Novo Nordisk, Pædagogernes Pensionskasse (PBU), IKEA, and FDB.

Annette Stube, Director of Group Sustainability in A.P. Møller – Maersk has said “In Group Sustainability in Maersk, we believe we have had a good and productive relationship with cbsCSR; applying academic thinking and contextualisation to our everyday experiences

and endeavors has been very useful e.g. in the Knowledge Sharing Group” (cbsCSR brochure 2012).

Contact: Associate Professor Steen Vallentin [sv.ikl@cbs.dk](mailto:sv.ikl@cbs.dk)



## Weekday

Headed by Associate Professor Wencke Gwozdz, cbsCSR and Weekday initiated a partnership in 2012 as part of the MISTRA Future Fashion project on sustainable fashion. The project is based on the pretext that consumers’ lifestyles are less sustainable than desired by their own collective long-term interest, and the project operates with the notion that three main actors influence private fashion consumption: businesses, governments, and consumers themselves.

In recent years, some retailers have started to conduct in-store textile recycling programs as part of their efforts to reduce the environmental impact associated with the industries activities. These recycling programs are designed to tear down barriers for consumers

to dispose of their unwanted clothes instead of binning them. The handling is rather easy for both retailers and consumers. The general idea is for consumers to bring a bag of unwanted clothes into a store and get a refund (in Swedish: ‘pant’) from the retailer’s shops.

In 2012, Weekday experimented with such a recycling program in their stores in selected countries. H&M introduced it for the first time globally in February 2013. In this study, we analyse consumers’ use intention of an in-store recycling program introduced by Weekday in 2012. The main aim of this collaboration is to investigate consumer intention to use the in-store recycling program. Besides inquiring into prior textile recycling behaviour and factors that generally motivate

textile disposal, the study also considers intervening factors specific to the consumers, and the Weekday retail setting and recycling system. This is examined in order to build an understanding of the factors promoting and preventing consumers’ intention to use the in-store recycling scheme.

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# Student Partners

## 360° Students for Sustainability

360° Students for Sustainability is a student-run organisation at CBS and is the Copenhagen chapter of the international student network oikos. From 2013 the organisation’s official name will be oikos Copenhagen. The organisation was formed on the 8th of September 2010, as a merger of the former student organizations: Develop and Well. 360° Students for Sustainability brings together students, professors and professionals in the field of sustainability and CSR, in order to enable and inspire students to make responsible decisions in their future lives and professional careers. 360° Students for Sustainability and cbsCSR has worked together on several occasions. For instance in March 2011, when they co-hosted a conference

on “Sustainability in the Coffee Industry”. A representative from 360° Students for Sustainability attends the monthly cbsCSR meetings, and professors from cbsCSR have been speakers at several events.

In addition to this, 360° Students for Sustainability launched the 360 Academy for the first time in 2012. 360 Academy is a project which aims to provide interested students at all levels with the opportunity to learn more about sustainability, CSR, and responsible management. More than 250 students signed up for this extracurricular course, which illustrates the high interest in sustainability-related issues among CBS students.

“cbsCSR has been a great help to us in 360° Students for Sustainability by facilitating knowledge and information exchange, and by expanding our network. Both are invaluable assets in our operations” — says Chairwoman of 360° Students for Sustainability Christina Ek.

Contact: Chairwoman Christina Ek [info@360students.dk](mailto:info@360students.dk)



## Net Impact

Net Impact is the world’s largest organisation dedicated to promoting responsible business practices, and has over 30,000 members and chapters in over 200 leading business schools around the world. Net Impact was founded in 1993 as Students for Responsible Business, in San Francisco, and the network has since grown to include business schools and professional chapters around the world.

Established at CBS in 2010, the CBS MBA Net Impact chapter represents a significant global connection between CBS MBA students and business students from leading universities throughout the world (e.g. University of Wisconsin, MIT (Sloan), University of Minnesota (Carlson School of Management) and University of British Columbia (Sauder). Net Impact is one of the student organisation partners of cbsCSR, and the cooperation is facilitated by Assistant Professor Robert Strand.

While Net Impact is only a relatively recent addition to CBS, the CBS MBA Net Impact

chapter has managed to establish itself and hold a number of events – with visiting Net Impact business students from the three aforementioned universities as well as industry partners, including Carlsberg and Novozymes — while also increasingly asserting itself as a leading chapter in Scandinavia. Through this, the CBS MBA Net Impact chapter is positioned to take a lead to firmly establish the Net Impact presence in the Nordic region.

Contact: CBS MBA Net Impact Faculty Advisor and Assistant Professor Robert Strand [rs.ikl@cbs.dk](mailto:rs.ikl@cbs.dk)



# Brown Bag seminars

The Brown Bag Seminars, held regularly throughout the academic year at the Centre, present a great opportunity for cbsCSR researchers, as well as visiting scholars. They are able to present their work-in-progress papers and project ideas, and get feedback from assigned discussants and other participants. The seminars take approximately one hour, and the setting and structure is adjusted to the individual researcher as to best capture the essence of the seminar.

## 2011

Robert Strand; cbsCSR	The Elevated Status of Corporate Social Responsibility to the Top Management Team	Thomas Basball; University of St. Andrews	Writing Process Re-engineering
Eric Fay; EMLYON Business School	Open Deliberation: On the Way to Sustainable Management	Grant Michelson; Edith Cowan University	Making space for Non-obligation: Existential Gifts as Transcendent Action
Anne Roepstorff, Mette Morsing and Michael Etter; cbsCSR	Benefits and Challenges When 'Going Abroad': 3 Stories on Being a Visiting Scholar and How to Optimise and Expect the Possible.	Wencke Gwozd; cbsCSR	The Effects of Advertising on Children's Food Knowledge and Preferences: A European Perspective. Co-author: Lucia Reisch

## 2012

Robert Strand; cbsCSR	Embracing the Tensions of Corporate Social Responsibility	Steen Vallentin; cbsCSR	The Influence of Institutional Neoliberalism and CSR
Glen Whelan; Nottingham University Business School	Chinese Corporate Citizenship at Home and Abroad: Harmony, Human Rights and Chinese State-Owned Enterprises	Christina Berg Johansen; cbsCSR	Logics on Corporate Strategy and Sustainability
Ronnie Lipschutz; University of California, Santa Cruz, Karin Buhmann; University of Copenhagen and Christian Erik Kampmann; CBS	Sustainability as a Contested Notion	Jean-Pascal Gond; Cass Business School, City University London	How do Employees Perceive and React to CSR?
Hans Krause Hansen; CBS	What do Number do to Governance	Sara Bly, Lucia Reisch and Wencke Gwozd; cbsCSR	Exit from High Street : An Exploratory Study of Sustainable Fashion Pioneers
Wencke Gwozd and Esben Rahbek Gjerdrum Pedersen; cbsCSR	The Strategicness of Strategic CSR: Exploring the Relative Position of CSR Among Danish Companies	Jette Steen Knudsen; CBS	Political Science and Management Perspectives: Towards an Integrative Understanding of Corporate Social Responsibility (CSR)
Sarah Bly; cbsCSR	Exit from High Street. Study of Sustainable Fashion Pioneers	Merie Joseph; University of Jyväskylä	Effectuation: Does it Play a Role on the Growth Process of Social Enterprises?"

# Visiting Scholars

## Visiting Ph.D.:

- Emma Avetisyan, SKEMA Business School in Sophia Antipoli
- Monica Recalde, School of Communication at the University of Navarra
- Hafdis Björg Hjálmsdóttir, The University of Akureyri,
- Antti Vähäkangas, Oulu Business School
- Navjote Khara Punjab Technical University
- Merie Joseph University of Jyväskylä, Agora Center

## Visiting Senior Researchers:

- Professor André Spicer, Cass Business School, City University London
- Professor Andrew Crane, Schulich School of Business, York University
- Professor Guido Palazzo, l'Ecole des Hautes Etudes Commerciales, University of Lausanne
- Professor Laura Spence, Royal Holloway, University of London
- Professor Jean-Pascal Gond, Cass Business School University, City University London
- Assistant Professor Betty Tsakarestou, Media and Culture of Panteion University
- Assistant Professor Friederike Schultz, VU University Amsterdam
- Assistant Professor Leo Wong, Marketing School of Business, MacEwan University
- Lecturer Hong Xue, Normal University Shanghai, December

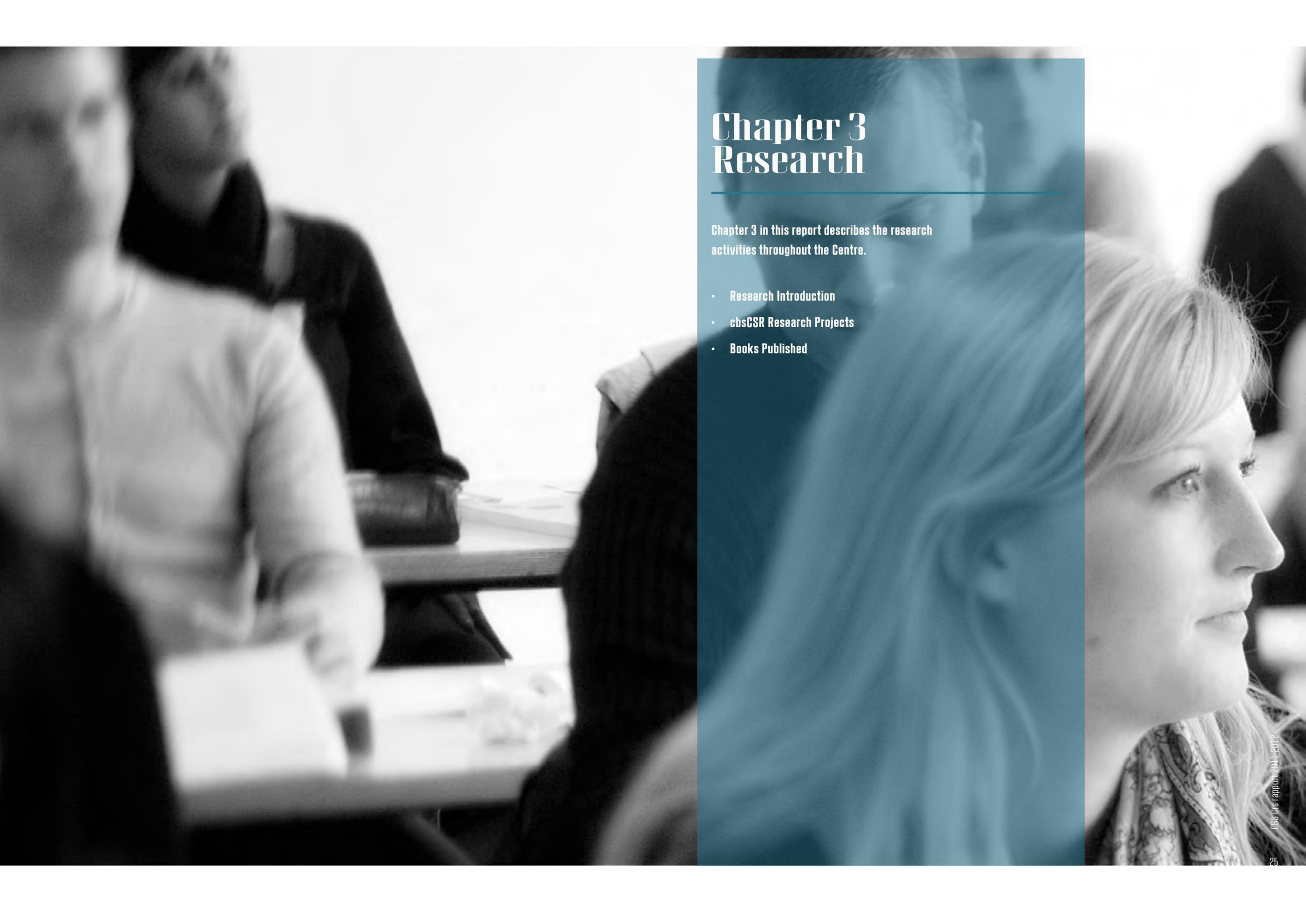
## University visits:

- Pace University
- FAE Centro Universitário, Faculdade Metropolitana de Curitiba
- Faculdade de Educação Superior do Paraná
- Pontificia Universidade Católica do Paraná
- Universidade Federal do Paraná
- Centro Universitário Curitiba
- Centro Universitário UNINTER and Universidade Positivo
- Turku University of Applied Sciences, Finland

## Visiting U.S. Professors: Sustainability and CSR in Scandinavia:

The University of Minnesota's CIBER initiative (Centers for International Business Education & Research sponsored by the U.S. Department of Education) in cooperation with Assistant Professor Robert Strand of the Copenhagen Business School have created an annual program designed to showcase leading sustainability and corporate social responsibility (CSR) practices in Scandinavia. Professor Strand leads professors from a number of U.S. universities to meet with leading sustainability and CSR companies and organizations in Denmark and Sweden including such firms as Novozymes, Mærsk, Carlsberg, IKEA, and Volvo. The program includes time at the Copenhagen Business School. It was first launched in 2012 and is planned to be an annual event.





## Chapter 3 Research

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Chapter 3 in this report describes the research activities throughout the Centre.

- Research Introduction
- cbsCSR Research Projects
- Books Published

# Research Introduction

Research at the cbsCSR is focused on modern organisations and their relations to society, examining both how organisations shape society and how society is part of shaping business practices. By recognising the broad and diverse character of the CSR phenomenon, cbsCSR encompasses a diverse range of research topics.

Examples of research areas at the Centre:

Communication:

cbsCSR critically reflects the interactions between a business and its stakeholders from a communication perspective. The communication lens adds a fruitful approach towards CSR in examining questions of accountability, public discourse, and stakeholder engagement.

Performance and Leadership:

It is increasingly assumed that CSR can be a determining factor in competitiveness and

innovation. cbsCSR uncovers the micro and macro forces that facilitate and hinder the development of CSR innovation, sustainable business models, shared value etc.

Social Entrepreneurship:

The study of disequilibria in market and non-market environments, and their creation through the identification of opportunities to create public goods in social enterprises.

Standardisation and Political CSR:

In the last decade, there has been a mushrooming of CSR standards – reporting systems, labelling schemes, global principles, and industry codes of conduct. cbsCSR looks at the production, dissemination, and adoption of these standards, in addition to their ability to be embedded into multi-stakeholder governance processes.

Consumer Behaviour:

The demand-side of CSR plays a decisive role for the future mainstreaming of CSR. cbsCSR looks at the interactions between companies and consumers, e.g. when and how companies can persuade consumers to “walk the talk” when it comes to buying green/ethical products and services.

Publications are a key part in the dissemination of research results from cbsCSR and the Centre has a long track record of being published in high-ranking journals.

**cbsCSR strives to provide valuable research on the nature, construction, and effects of CSR. By critically investigating business in society issues and integrating corporate citizen perspectives across disciplinary boundaries, we weave an innovative arena for the interaction and reflection between academia and business, both nationally and internationally.**

**Performance Indicators 2011-2012:**

**Number of peer-reviewed research articles**

**60**

# Selected publications from cbsCSR in 2011-2012:

Arnold, Marlen & Hockerts, Kai (2011): The Greening Dutchman: Philips' Process of Green Flagging to Drive Sustainable Innovations, *Business Strategy and the Environment*, Vol. 20, No. 6, 2011, p. 394–407.t

Brunsson, Nils, Rasche, Andreas & Seidl, David (2012): The Dynamics of Standardization: Three Perspectives on Standards in *Organization Studies*, *Organization Studies*, Vol. 33, Nr. 5-6, s. 613-632.

Lund-Thomsen, Peter; Nadvi, Khalid; Chan, Anita; Kahra, Navjote & Xue, Hong (2012): Labour in Global Value Chains: Work Conditions in Football Manufacturing in China, India and Pakistan, *Development and Change*, Vol. 43, Nr. 6, s. 1211-1237.

Morsing, Mette (2011): State-Owned Enterprises: A Corporatization of Governments?, *Management Communication Quarterly*, Vol. 25, Nr. 4, s. 710– 717.

Morsing, Mette, Kjærgaard, Annemette Leonhardt & Ravasi, Davide (2011): Mediating Identity: A Study of Media Influence on Organisational Identity Construction in a Celebrity Firm, *Journal of Management Studies*, Vol. 48, Nr. 3, s. 514-543.

Pedersen, Esben Rahbek (2011): All Animals are Equal, But ... : Management Perceptions of Stakeholder Relationships and Societal Responsibilities in Multinational Corporations, *Business Ethics*, Vol. 20, Nr. 2, , s. 177-191.

Pedersen, Esben Rahbek & Sudzina, Frantisek (2012): Which Firms Use Measures? Internal and External Factors Shaping the Adoption of Performance Measurement Systems in Danish Firms, *International Journal of Operations and Production Management*, Vol. 32, Nr. 1, s. 4-27.

Rasche, Andreas (2012): Global Policies and Local Practice: Loose and Tight Couplings in Multi-Stakeholder Initiatives, *Business Ethics Quarterly*, Vol. 22, Nr. 4, s. 679-708.

Rasche, Andreas & Gilbert, Dirk Ulrich (2012): Institutionalizing Global Governance : The Role of the United Nations Global Compact, *Business Ethics*, Vol. 21, Nr. 1, s. 100-114.

Reisch, Lucia & Gwozdz, Wencke (2011): Chubby Cheeks and Climate Change: Childhood Obesity as a Sustainable Development Issue, *International Journal of Consumer Studies*, Vol. 35, Nr. 1, s. 3-9.

Strand, Robert (2012): The Chief Officer of Corporate Social Responsibility: A Study of Its Presence in Top Management Teams, *Journal of Business Ethics* DOI 10.1007, pp.10551-012-1568-z

Vallentin, Steen & Murillo, David (2012): Governmentality and the Politics of CSR, *Organization*, Vol. 19, Nr. 6, s. 825– 843.

# cbsCSR Research Projects

## MISTRA Future Fashion

Sustainable Fashion Across Technology and Business Research

In March 2011, together with a number of consortium partners, cbsCSR won the competitive bid for a completely new research programme entitled MISTRA Future Fashion from the Swedish Foundation for Strategic Environmental Research (MISTRA).

The overall purpose of the MISTRA Future Fashion research programme is to contribute to a more sustainable society, help the fashion industry create greater competitiveness and expertise in sustainability, and find innovative solutions to the challenges faced by the fashion industry.

MISTRA Future Fashion aims to promote systemic change in the Swedish fashion industry that leads to sustainable development of the industry and wider society, while at the same time strengthening the competitiveness of this industry.

MISTRA Future Fashion is based on cross-sectorial and cross-disciplinary collaborations between academia and industry, and is divided into eight research projects. CBS will be responsible for the planning and implementation of the following two projects:

Associate Professor Esben Rahbek Pedersen is project leader of Project 1: Changing markets & business models: Towards sustainable innovation in the fashion industry. The objective of this research project is to identify, develop, and disseminate knowledge about new market and business models for sustainable fashion.

Associate Professor Wencke Gwozdz leads Project 7: Sustainable consumption and



consumer behaviour. The project strives to identify, develop, and disseminate in-depth knowledge about the sustainable fashion system in general, and the behaviour of specified consumers in particular. The focus is on potential promising entry points to successfully induce behavioural change towards more sustainable fashion consumption.

The Website for the MISTRA Future Fashion Project is [www.mistrafuturefashion.com](http://www.mistrafuturefashion.com)

The partners in MISTRA Future Fashion include: SP Technical Research Institute of Sweden, Chalmers University of Technology, Copenhagen Business School, College of Crafts, Arts and Design (Konstfack), Innventia, Malmö University, Stockholm School of Economics, Swerea IVF, and the University of the Arts London.

Contact: Associate Professor and cbsCSR Director Esben Rahbek Pedersen ([erp.ikl@cbs.dk](mailto:erp.ikl@cbs.dk)), Associate Professor Wencke Gwozdz ([wg.ikl@cbs.dk](mailto:wg.ikl@cbs.dk)) and Professor Lucia Reisch ([lr.ikl@cbs.dk](mailto:lr.ikl@cbs.dk)).



## CORPUS

Enhancing the Connectivity between Research and Policy-Making in Sustainable Consumption

CORPUS was a research project within the Work Programme "Environment", located under the current EU Research Framework Programme FP7, and ended in 2013. The research project aimed to develop new and practical approaches in order to enhance the connectivity between research and policy-making. It focused on the policy issue of 'sustainable consumption', which is of great importance in the current and future strategic development of the EU. It is included, for instance, in the re-launched Lisbon Strategy and is one of the key challenges of renewed EU SD.

The overriding goals of CORPUS were to experiment with and develop new integrative modalities of knowledge brokerage at the policy-science interface. These goals were divided into the following sub-goals:

- Improving the understanding of the knowledge interface between research and policy-making, and developing appropriate and transferable methodologies and tools for knowledge brokerage in SCP policies.

## IDEFICS

Identification and Prevention of Dietary- and Lifestyle-Induced Health Effects In Children and Infants

Under the slogan LEARNING HEALTHY LIVING, the large-scale European research project IDEFICS strove to investigate the diet, social determinants, and lifestyle factors of two- to ten-year-olds in several European countries. The IDEFICS study commenced in September 2006, under the coordination of the Bremen Institute for Prevention Research and Social Medicine, at the University of Bremen. IDEFICS was funded by the European Commission under the 6th Framework Programme.

The study focused on the investigation of different factors influencing overweight in children and infants, and other related disorders. The study aimed to describe the status-quo of dietary and lifestyle habits of children in Europe, while taking into consideration regional, cultural, social, biological, and gender specific aspects.

- Fostering evidence-based policy-making in SCP policies (on food, mobility, and housing) at a European and national level, and strengthening the policy-orientation of relevant research communities through the development and implementation of online and offline knowledge brokerage mechanisms.

- Stimulating community-building across the involved research and policy-making communities in order to trigger a self-sustaining process of effective knowledge management in SCP policies.

The project covered three main consumption areas: food, housing, and mobility. Professor Lucia Reisch was responsible for the domain "sustainable food". The results so far include three successful "Policy-meets-research" Workshops that have been conducted in the Austrian Ministry of Food, and the Environment in Vienna in 2010 and 2011, as well as a range of policy briefs and academic publications.

The online tool ([www.scp-knowledge.eu](http://www.scp-knowledge.eu)) has been developed, and has become a major knowledge brokerage tool in the field of sustainable food consumption in Europe.

The study delivered reliable data on how to make an international assessment of the problem of "obesity in children" possible. The focus of the IDEFICS Study was to explore the risks for overweight and obesity in children, as well as associated long-term consequences. In addition, the EU-wide study offered a unique possibility to measure how far "sensory perception" and "preferences of children" influenced the development of weight gain.

Going beyond the research, IDEFICS offered activities for health promotion and prevention in kindergartens and schools. These prevention programmes were developed, implemented and evaluated within the IDEFICS Study.

The results of the study were incorporated into various guidelines on nutritional, behavioural, lifestyle, and ethical aspects in all participating countries. Professor Lucia Reisch was chairing the Working Area "Consumer Science" within the consortium. She has



Lucia Reisch and members from the Corpus Team

Currently, a Special Issue of the upcoming US Journal "Sustainability" is ready for print with Lucia Reisch as both Co-author and Co-Editor of the special issue.

Contact: Professor Lucia Reisch [lr.ikl@cbs.dk](mailto:lr.ikl@cbs.dk)



The IDEFICS research team

authored and co-authored (with Associate Professor Wencke Gwozdz) more than 10 peer reviewed articles and several book chapters presenting the results of the Work Package on Consumer Science.

Contact: Professor Lucia Reisch [lr.ikl@cbs.dk](mailto:lr.ikl@cbs.dk) and Wencke Gwozdz [wg.ikl@cbs.dk](mailto:wg.ikl@cbs.dk)





The I.Family research team

## I.Family

You are what you eat and the way that you eat it!

The EC-funded project I.Family, supervised by Professor Lucia Reisch and Associate Professor Wencke Gwozdz, aims to identify the reasons why young people in Europe eat the way they do and how this influences lifelong health.

The answer to the changing eating habits of people in Western Europe can be found in several factors. Family time and influence are challenged by modern independent lifestyles. Processed foods, drinks and snacks are readily available. Additionally, aspects such as marketing and peer pressure, accompanied by screen-based distractions that replace physical activity, all play a role in the process – together with learned taste preferences and genetic predispositions.

Building on data gained from over 10,000 children in the IDEFICS study, the EC funded (FP7) project I.Family will provide further insight into the most important influences on Europe's young people, their lifestyle behavior, and their eating habits. I.Family will do this by re-assessing families as their children move into adolescence, identifying those families that have adopted a healthy approach to food and eating habits, and those who have not. The project will help us understand the biological, behavioural, social, and environmental factors that drive

dietary behaviour as children journey towards adulthood.

With nutrition-related diseases causing a total loss of over 56 million years of healthy life of European citizens, as reported in 2000, policy-makers and healthcare professionals need to be sure how they can best support families to achieve healthier lifestyles. Families, and individuals themselves, will also benefit from the clarity provided by I. Family's results, helping them to establish the ground rules that will lead to enjoyment of a longer healthier life.

Professor Lucia Reisch is chairing the Work Package 7 "Consumer Health Behaviour and Environmental Factors". Here, wider factors of the nearer and wider environment of children, adolescents, and their families are investigated. The regarded age group of pre-teens (twens) is particularly susceptible to external influences. This is due to consumer competence and health literacy in nutrition related behaviour just being built up, and family guidance gradually losing its predominance while the external consumption environment is gaining importance.

Associate Professor Wencke Gwozdz is co-chairing the Work Package 8 "Consumer Awareness, Ethical Acceptability and Policy Implications". Here – based on existing research and theory on behavioural change – social marketing, health communication, effective and pragmatic strategies, as well as long-term policies to overcome 'resistance to intervention' will be designed and tested.

CBS has successfully delivered its first results and has hosted the 2nd 'General Assembly' of the project in April 2013 at CBS with 60 researchers and policy makers from all over Europe.

Contact: Professor Lucia Reisch [lr.ikl@cbs.dk](mailto:lr.ikl@cbs.dk) and Associate Professor Wencke Gwozdz [wg.ikl@cbs.dk](mailto:wg.ikl@cbs.dk)



RBB research cluster

## Responsible Business in the Blogosphere (RBB)

Responsible Business in the Blogosphere (RBB) is a 4-year research project designed and conducted by CBS, Technical University of Denmark (DTU) and University of Milan. The project is granted by the Strategic Research Counsel, The Ministry of Science in Denmark.

Companies' ethical reputation is increasingly important in today's economy, but for some companies it has been out of reach. To an increasing extent, the production of such ethical reputation proceeds in processes of networked online communication that unfold beyond the direct control of the companies or actors concerned.

The aim of the project is to investigate the social implications and managerial potential of web 2.0. technologies such as interactive blogs, Wikipedia, Facebook, Twitter, and MySpace for corporate strategic communication and value creation. It is generally recognised that corporations are dependent

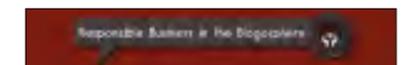
on their ability to attract positive affective relations and positive ethical reputation.

One of the main hypotheses of the project is that there is an identifiable correlation between the accumulation of ethical reputation, as produced in networks of online communication in the net-sphere, and the financial values of companies, as identified by their share prices. Another key objective is to investigate how new social media defines (and reduces) the corporate control of reputation as customers, competitors, NGOs, authorities, and former as well as existing employees become senders of opinions about the company, along with the corporate statements.

Among other sub-projects, the DTU team has developed a mathematical tool that is able to systematically measure the value of the online reputation of companies, brands, and other entities through sentiment analysis. With the application of this technology on Wikipedia, a service was created that helps

companies to monitor and track changes, which are crucial for the online-reputation, in Wikipedia, the world's largest online-encyclopaedia.

Contact: Professor and Co-Director of CBS Sustainability Platform Mette Morsing [mm.ikl@cbs.dk](mailto:mm.ikl@cbs.dk)





## From good intentions to good results

When do social environmental investments create prosperity for the company?

The purpose of this project is to identify the strategic conditions that have to be fulfilled for Danish companies to realise the full potentials of social and environmental investments. The project serves to give insights into how and under which circumstances CSR influences innovation, growth and competitiveness. At the moment, most companies are not capable of measuring the effects of CSR, thus companies risk using resources on initiatives that do not create value for the company or society at large. A combination of theories (resource based view (RBV), stakeholder theory; and institutional theory) are used to examine the internal, inter-organisational, and external factors that affect success from CSR investments. The project is funded by the Trane Foundation.

The project is scheduled to last for three years, with three sequential phases. The first phase included a thorough review of the existing literature on CSR, sustainability, and competitiveness as well as an online survey with responses from 350 Danish

companies. The findings from the first phase show that strategic CSR has not taken root in the Danish business world where relatively few companies consider CSR/Sustainability as a strategic resource. Rather, the results show that companies, in general, view quality/service, product development/innovation, and marketing/sales as the main drivers for competitiveness.

The second phase of the project investigates the internal and external factors that determine the 'strategicness' of CSR in the organisation. This study is based on evidence from 10+ case companies which have all expressed commitment to the CSR agenda. The analysis of the case studies is not yet completed.

The third phase of the project involves an event on strategic CSR. The event will take place in 2013/2014.

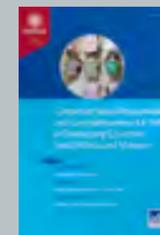
*Contact: Associate Professor and cbsCSR Director Esben Rahbek Pedersen erp.ikl@cbs.dk*

# Books published

Below is an overview of some of the outstanding books published by researchers at cbsCSR in 2011-2012.

Jeppesen, Søren (2012): *Corporate Social Responsibility and Competitiveness for SMEs in Developing Countries: South Africa and Vietnam*, Agence Française de Développement.

This book provides a thorough analysis of how SMEs in three important sectors (agro-processing, textiles/garment/footwear, and hotel/tourism) in two countries (South Africa and Vietnam) undertake CSER (Corporate Social and Environmental Responsibility). In addition to presenting the formal CSER practices, it sheds light on the often overlooked informal practices. It provides concrete evidence for workers' understanding of CSER, and its on-the-ground impact on labour standards in these sectors within the two countries. This publication is helpful for academics, practitioners, policy-makers, and the donor and NGO communities. It provides new insights into the impacts of CSER on SMEs, and offers recommendations to overcome challenges to the real intention of CSER.



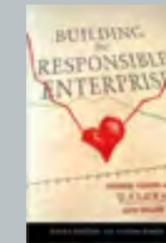
Schur, Anne-Louise Thon; Reissmann, Mette; Rosenstock, Maja (2011): *Hvad Enhver Virksomhed bør vide om CSR, Lovgivning, Forbrugere og Medier (What Every Business Should Know about CSR, Law, Consumers and the Media)*, Copenhagen, Lindhardt & Ringhof.

This book offers a guide for companies on how to implement CSR, and examines important issues such as risk assessment and communication with business partners and consumers. It also describes the CSR statutory requirements and the UN Global Compact initiative, where companies can find inspiration for CSR work and network with other businesses. The book also deals with Danish Standards DS 26001 certification for CSR, cooperation with NGOs, and why CSR work is central to the company's credibility when media storms rage.



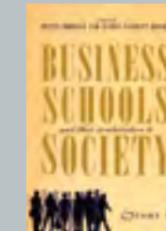
Waddock, Sandra; Rasche, Andreas (2012): *Building the Responsible Enterprise: Where Vision and Values Add Value*, Stanford, Stanford University Press.

This book provides students and practitioners with a practical – yet academically rooted – introduction to the state-of-the-art in sustainability, and corporate social responsibility. It highlights different aspects of corporate responsibility, discussing, for example: the context in which corporate responsibility occurs, the development of vision at the individual and organisational levels, the integration of values into the responsible enterprise, and the ways that these building blocks create added value.



Morsing, Mette and Rovira, Alfons Sauquet (Eds.) (2012): *Business Schools and their Contribution to Society*, London, SAGE Publications Ltd

Initiated and sponsored by the CEMS, this book's initial intent was to respond to the many criticisms directed at business schools for their possible role as indirect contributors to a roiling swarm of corporate scandals, and the 2008 financial breakdown and economic recession. What became evident were the different characteristics, challenges, and solutions that existed at a local and regional level that business schools faced in the aftermath of the crisis, and that no one-size-fits-all solution will do it.



Vallentin, Steen (2011): *Afkastet og Anstændigheden – Social Ansvarlighed i Kritisk Belysning [Critical Reflections on Corporate Social Responsibility]*, Frederiksberg, Samfundslitteratur.

This book provides a critical portrayal of CSR as a social and political phenomenon that involves not only private companies, but also government and civil society organizations. In addition to dealing with CSR as practice, the book provides an overview of theory and conceptual developments in the field. Among other topics it discusses the political-ideological critiques that CSR has been subject to, and explores tensions between what companies say and do in the realm of social responsibility.



# Chapter 4 Teaching

Chapter 4 describes the various teaching activities related to CSR and sustainability that cbsCSR staff are involved in.

- Teaching introduction
- Full-time MBA
- CBS Executive MBA
- PhD Sustainability Cohort
- Industrial PhD Projects
- cbsCSR PhD Projects
- Affiliated PhD Projects
- Electives by cbsCSR staff

# Teaching Introduction

One of cbsCSR's main goals is to provide and implement new and updated research on CSR and sustainability to the various study programmes and academic activities taught at CBS. The Centre actively contributes to the teaching and supervision on CSR and sustainability-related courses, on all educational levels – ranging from MBA to Bachelor. Courses taught by cbsCSR faculty focus on different aspects of CSR such as Strategic CSR, Sustainability, Social Innovation and Entrepreneurship, CSR in Supply Chains, Business Ethics, and Political CSR.

**cbsCSR contributes with cross-cutting research on CSR, to various study programmes and academic activities at CBS, through teaching and supervision on CSR-related electives on all educational levels.**

# Full-time MBA

CBS full-time MBA is an exclusive MBA programme which covers all core management disciplines, combined with relevant elective courses. As one of less than sixty business schools worldwide, CBS holds the triple-crown of international accreditations: AMBA, EQUIS and AACSB. cbsCSR has provided several researchers and courses for the CBS MBA programme, and helped put CSR on the minds of MBA graduates. Below are the courses offered by CBS MBA programme in 2011-2012.

## Clean-Tech Venturing:

Clean-tech has become the biggest venture capital sector, outpacing the traditional venture capital investment areas such as biotechnology and IT. The elective discusses key drivers behind the so-called clean-tech revolution, the challenges and opportunities involved, and how to design strategies to meet them. In addition, the course provides a general introduction to issues involving business venturing, such as business model designs, venture financing, growth management, and market opportunity analyses.

*Contact: Professor Kai Hockerts [kho.ikl@cbs.dk](mailto:kho.ikl@cbs.dk) and Associate Professor Christian Erik Kampmann [cek.ino@cbs.dk](mailto:cek.ino@cbs.dk).*

## Visiting U.S. MBA Course:

'Sustainability and Cooperative Advantage in Scandinavia: How does focusing on developing a "cooperative advantage" help Scandinavian organisations to address sustainability challenges in a cooperative manner?' This question is addressed in the MBA course Sustainability and Cooperative Advantage in Scandinavia run by Assistant Professor Robert Strand annually since 2007. The course is taught through the University of Minnesota, Carlson School of Management, in collaboration with CBS faculty and MBA students. The US based MBA students travel across Scandinavia, stopping at CBS to meet with Scandinavian business leaders, government and non-governmental organisations in order to explore this question.

*Contact: Assistant Professor Robert Strand [rs.ikl@cbs.dk](mailto:rs.ikl@cbs.dk)*

## Business Practices from a Corporate Sustainability Perspective:

To reinforce the integrated approach, a new year-long core course, Sustainable Business Practices, has been instituted. This 'bridge course' runs throughout the entire academic year, and links to all sixteen core courses of the MBA programme. Each session addresses corporate sustainability from the perspective of the core courses taught during the given term, in order to closely link the opportunities and risks stemming from corporate sustainability to the MBA core curriculum. While new readings are assigned throughout this bridge course, the course also draws on texts that students have read as part of their other core courses. This helps to underline the interdisciplinary and transversal nature of corporate sustainability.

*Contact: Professor Kai Hockerts [kho.ikl@cbs.dk](mailto:kho.ikl@cbs.dk) and Assistant Professor Robert Strand [rs.ikl@cbs.dk](mailto:rs.ikl@cbs.dk)*

# CBS Executive MBA

The CBS Executive MBA is an intensive eighteenth month programme bringing together executives from all over the world. The focus of the programme is to make top management even better equipped to deal with the challenges faced in a global and turbulent world.

## Corporate Sustainability & Social Innovation:

The innovative Executive Education Program offered by CBS-SIMI aims to help generate tangible business benefits from Corporate Sustainability policies by translating them into actionable business level strategies. The course entitled "Corporate Sustainability and Social Innovation" follows a pioneering design aimed exclusively at line managers and business unit heads. Whereas in the past most similar programs have been created for CSR

specialists and staff functions, this new course provides a unique setting in which managers with business strategy responsibility work on turning the challenges arising from corporate sustainability into competitive advantages at the business unit level.

*Contact: Professor Kai Hockerts [kho.ikl@cbs.dk](mailto:kho.ikl@cbs.dk) and Assistant Professor Robert Strand [rs.ikl@cbs.dk](mailto:rs.ikl@cbs.dk)*

# PhD Sustainability Cohort

A PhD cohort on sustainability was established to address the growing demand for PhD courses on sustainability-related matters. The cohort includes a theoretical positioning method course, as well as a core course. The course unites students and faculty – across disciplines – in an attempt to establish an overview of research on the phenomenon of sustainability, relating to the business school.

The cohort emphasises the specific aspects within the field of sustainability, from a business school perspective. The course offers students the possibility of engaging in an extensive eight-month programme where classical readings can be discussed, research progress can be presented, and methodological challenges within the field can be debated. The courses are taught by Professor Andreas Rasche, Professor Mette Morsing, Professor Eva Boxenbaum, Professor Jean-Pascal Gond from Cass Business School, Associate Professor Søren Jeppesen, Associate Professor

Steen Vallerin, Assistant Professor Robert Strand, and Assistant Professor Itziar Castello.

The sustainability PhD cohort weaves students from different departments at CBS (Law, International Economics and Management, Operations Management, Business and Development, Accounting and Auditing, IT Management, and Marketing) together with students from a variety of other universities (the Technical University of Denmark, Royal School of Technology, Aarhus School of Business, Roskilde University and the University of Southern Denmark).

*Contact: Professor Andreas Rasche [ara.ikl@cbs.dk](mailto:ara.ikl@cbs.dk)*

# cbsCSR PhD Projects

CBS is among the 10 largest Business Universities in the world when it comes to number of PhD students enrolled. At cbsCSR, our number of enrolled PhD students has grown continuously since 2002. We had 4 PhD students who finished their projects in 2011-2012, and have 10 current PhD students enrolled from a variety of backgrounds and nationalities, all of whom have a special interest in CSR and CSR related subjects. Some of the PhD projects are industrial PhDs, which is a joint study programme between CBS and a company in the private sector and works as a great way for cbsCSR to engage with corporate partners, and for the PhD students to gain an understanding of the challenges business face. The industrial PhD programme thereby supports innovation in the private sector, by educating the researchers in collaboration with organisations and companies.

## Current PhD Projects

Kerli Hvass (KEA, Røde Kors and Bestseller)

The aim of Kerli's cross-disciplinary industrial PhD project is to explore the field of post-retail sustainability within clothes, and provides new theoretical and empirical insights on why and how the fashion, second-hand, and recycling industries can innovate their business models and collaborate with each other in order to prolong the life of clothes, minimize textile waste, and establish a circular economy of textiles. The research applies a systemic view to the field, as no single actor in the industry has the resources, power, and competencies to solve the growing post-consumer textile waste problem alone.



Sarah Netter (Weekday and H&M)

As current research seems to ignore the impact that external contextual factors have on choice in the retail environment (i.e. factors external to the individual such as availability of sustainable clothing alternatives), this project aims to identify the most promising of these factors – whose manipulation can induce change in consumers' fashion consumption. This narrow focus will be adopted on the proposition that while consumers' ability and willingness constitute necessary preconditions for sustainable behavior, they are not sufficient if consumers do not have the opportunity to act.



Angeli Weller (KPMG and LLP)

Her PhD research explores business ethics in practice. In particular, she focuses on ethics and compliance, and corporate responsibility practices in large multinational companies, in an attempt to understand why organisations often have multiple strategies for managing the ethical dimensions of their business. Her research proposes that when we interpret E&C and CSR programs as artifacts of organisational learning, we can better understand how a company has come to understand the concept of business ethics, and can better explain whether and how these practices may intersect or conflict in their mutual pursuit of organisational integrity and success.



Anirudh Agrawal

His thesis motivation is to understand the role of markets in social development: more precisely the role of entrepreneurship and market in social development. The thesis point of view is that social development and poverty alleviation are not free-lunch problems, but rather market opportunities where entrepreneurial capabilities can be encouraged to create organisations that initiate social value based on earned income strategies. In this context, Anirudh's research focuses on various complexities of social enterprises with earned income strategies, like social and market status, social and market legitimacy, and social and market performance – relating his findings to social entrepreneurship based on earned income strategies.

Kirsti Reitan Andersen

Her PhD project explores how design strategies might affect sustainability in the fashion industry, and the role of design researchers as facilitators in this process. The project takes the form of an ethnographic study of the Textiles Environment Design (TED) project, and their Textile Toolbox, a set of bespoke design strategies for sustainable textile and fashion design.

Dorte Boesby Dahl

The project investigates socially inclusive practices in a public organisation responsible for parking patrol. The study is an organisational ethnography, and the dissertation consists of three articles about a) how parking attendants and their managers manage the taint related to parking patrol, b) the role of aesthetic labor in the professionalisation of parking attendants, and 3) how work-identities are 'made up' in an inclusive organisation.

Christina Frydensbjerg

The focus of her PhD project will be ethical actions in organizations and their communication about their behavior. The project deals with CSR and integrated communications, which aims to contribute with new research to the practical implementation of CSR in knowledge-intensive organizations. With COWI as empirical field, she focuses specifically on domestic support, including employee identification, opinions and involvement in relation to the implementation of CSR.

Frederik Larsen

In his PhD Frederik Larsen investigates the relationship between use and values. The purpose of the project is to understand how cultural, social, and economic values are created in second-hand markets, in order to facilitate rethinking about value creation in the contemporary cultural economy. The project explores a growing market that is driven by aesthetics, concerns about sustainability, as well as economic constraints, and challenges the tendency to exclude pre-used objects from conventional cultural industries.

Linne Marie Lauesen

Her PhD looks at how public water companies use CSR and interact with multiple stakeholders in their daily work, and how they interpret and co-construct the value and meaning of CSR with these stakeholders. The research looks at the administration, production, and distribution of water, the handling of wastewater, as well as infrastructural rehabilitation and renewal of pipe construction works. It also examines how the relationships between public policy and publicly owned companies influence CSR in the municipally owned utilities, in the research of stakeholder related CSR.

Janni Thusgaard Pedersen

In her PhD research, Janni explores how individual organisational actors mobilise collaborative action for cross-sector partnership, between businesses and non-governmental organizations, to address environmental and social issues. The PhD project is designed as an in-depth qualitative case study of two Danish companies' partnership practices.

## Completed PhD Projects

Carina Christine Skovmøller (VELUX)

Her dissertation examines the importance of the management's way of governing, in relation to the employees' creation of meaning about CSR. It examines whether or not CSR as a concept affects employees' expectations of the management's way of governing and sensegiving. The dissertation also looks at which internal processes in the company turn out to have an impact on the management's form of governance, and employee sense making process, in relation to CSR.



Maja Rosenstock (COOP)

Her thesis unfolds the many dilemmas associated with CSR work in practice, and highlights how difficult it is to embed CSR work in a large complex organisation. Danish companies are continually told that CSR is a major competitive advantage, and that CSR and the economy can easily go hand in hand, but to make CSR work into a competitive advantage for business is not a task that is quite so straightforward. Working with CSR is rather a complex affair, full of dilemmas and conflicting interests. Her thesis unfolds the many dilemmas associated with CSR work in practice, and highlights how difficult it is to embed CSR work in a large complex organisation.



#### Christina Berg Johansen (COLOPLAST)

Christina's thesis investigated corporate social partnerships with Non-Profit Organisations in emerging markets, through the concrete case of medical devices company Coloplast's new CSR program "Access to Healthcare". The dissertation applied a micro-strategic (strategy-as-practice) perspective to the phenomenon of integrating sustainability into business practices, and shows how strategic action in the CSR programme is influenced by two sets of logics: on one side an existing set of business logics, with which managers understand the company's goals to grow, to generate profit for shareholders within a short time-frame, and work efficiently to these ends. On the other side, a less prevalent set of "social" logics, which comprises ethical values, long-term impact, and the creation of better societies.



#### Robert Strand (PwC)

In his PhD dissertation "In Praise of Corporate Social Responsibility Bureaucracy", Robert examined the phenomenon that many of the world's largest corporations recently have established CSR bureaucracies, which can include the installation of a Chief Officer of CSR or Sustainability position, to their top management teams. Robert introduced the Weberian distinction between formal and substantive rationality to the CSR literature, as a means through which to identify and describe tensions that become apparent when corporations engage with the CSR agenda. Robert ultimately came to consider the CSR bureaucracy as presenting a space for reflection by practitioners within the corporation, through which tensions that arise from conflicting values and purposes can be identified, negotiated, and actions coordinated.



## Affiliated PhD Projects

#### Morten Hove Henriksen (Bech-Bruun)

Very few studies have considered how CSR influences a companies' decisions to pursue Merger & Acquisition (M&A) activity, or its effect on the combination phase of companies. Morten's PhD project investigates the role of CSR, in particular anti-corruption, in the pre M&A due diligence process.



#### Majbritt Greve (A.P. Moller-Maersk)

In her PhD, Majbritt analyses the role of the A.P. Moller – Maersk Group in economic development on selected strategic growth markets. Based on case studies, she investigates the Group's development effects. The findings are translated into commercial concepts and processes that support the core business, while addressing societal challenges in host societies.



#### Sameer Aziz

His PhD project aims at exploring and explaining the relationship between CSR and poverty reduction in Afghanistan. The focus of the project is to shed light on the relationship between CSR's business and development case, and explains how, when, and why this relationship enables or disables CSR's impact on poverty reduction.

#### Eskil Riskær

"How can we grasp and shape the ethical and political forces of contemporary life?" is the overall question with which Eskil's PhD is concerned. The research looks at supply chain practices of multinational corporations and their many stakeholders, including: international organisations, national governments, NGOs, trade partners, multi-stakeholder initiatives, employees, academia, social movements, etc.



## Electives by cbsCSR staff

PhD:	Teacher:
Digital Ethnography: A Toolbox for Investigating Online Consumer Tribes	Elanor Colleoni
CSR and the Political Role of the Firm	Mette Morsing
Communication and CSR	Mette Morsing
Corporate Responsibilities and the Political Role of the Firm	Steen Vallentin
Perspectives on Sustainability	Steen Vallentin
Applied Quantitative Methods for Non-quantitative Doctoral Researchers in Organization and Management Studies	Wencke Gwozdz
Master	Teacher:
Social Entrepreneurship	Kai Hockerts and Anirudh Agrawal
Sustainable Innovation Camp	Kai Hockerts
Business Plan Writing for Social Enterprises	Kai Hockerts
The Power of Social Media for Social Good	Elanor Colleoni
Strategic Management	Michael Etter
Governance and Institutions in the German Context	Michael Etter
Corporate Social Responsibility – Ethical, Political and Strategic Perspectives	Steen Vallentin
Corporate Social Responsibility in Action: A Path to Sustainable Development?	Peter Lund-Thomsen
Corporate Social Responsibility in Global Supply Chains	Esben Rahbek Gjerdrum Pedersen
CSR in Action – A Path to Sustainable Development?	Peter Lund-Thomsen
Consumer Culture & Communication	Wencke Gwozdz
Bachelor	Teacher:
Business, Strategies, and Stakeholder Impact	Andreas Rasche
Strategic Corporate Social Responsibility: Sustainability	Robert Strand
Challenges of Tomorrow's Businesses	Robert Strand
Scandinavian Sustainability and Corporate Social Responsibility	Robert Strand
Courses taught outside of CBS	Teacher:
Consumption, Health and Sustainability, University of St. Gallen	Lucia Reisch
European Consumer Policy, Aarhus School of Business	Lucia Reisch

Performance Indicators 2011-2012:  
Students taught in CSR electives

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## Chapter 5 Events

Chapter 5 describes the numerous events that the CBS Centre for Corporate Social Responsibility has hosted throughout 2011 and 2012.

- Events Introduction
- cbsCSR 10 year anniversary
- MISTRA Future Fashion Symposium
- Partnership 2012: NGO + Business. Towards a Sustainable Society Conference
- Social Media for Social Purposes - Responsible Business in the Blogosphere
- 2nd Nordic symposium on CSR
- Inauguration of two new professors at cbsCSR

# Events Introduction

In 2011 and 2012 cbsCSR have hosted a vast array of events where issues of CSR and sustainability were the focal themes addressed. These events led to an attendance of various high profile figures, ranging from company executives, to former United Nations' Secretary General Kofi Annan, and HRH Crown Princess Mary.

## cbsCSR ten year anniversary

cbsCSR celebrated its ten year anniversary on November 22, 2012, where Professor and Academic Co-Director of the CBS Sustainability Platform, Mette Morsing, and President of CBS, Per Holten-Andersen, welcomed guests from the academic and corporate world.

The event was split into two sessions, where the first session addressed the history of CSR, whilst the second pertained to the views on the future of CSR. During the first session, Professor Lucia Reisch from cbsCSR, Susanne Stormer, the Vice President of Triple Bottom Lines at Novo Nordisk, and Professor Gail Whiteman from Rotterdam School of Management, presented their perspectives on the development of CSR up until now.

The key points of the first session addressed how corporations, NGOs, and other external stakeholders should use each other to form transformational partnerships instead of transactional partnerships. Furthermore, it was argued that classes should be taught about nature, in order for students and business executives to understand the implications and importance of planetary boundaries.

In the second session, Annette Stube, Head of Group Sustainability in A.P Moller – Maersk, set forth the argument that “the business of business has really changed”. She gave an example of how A.P. Moller – Maersk should use their position in the shipping industry to facilitate substantial changes. Simon Pickard, Director General at ABIS, supported her argu-



Participants at the ten year anniversary of cbsCSR

ment by stating that it is not possible for single corporations to make a difference, but that clusters of corporations have to collaborate to push changes.

Professor Andreas Rasche from cbsCSR built on these remarks by discussing the future of standards and codes in the field of CSR. A discussion followed about the issues of ‘preaching to the converted’, implying that 75% of CSR courses are not mandatory. The speakers agreed that this posed a challenge for the future, and that business schools might have to re-invent themselves in this regard. They stressed that it is crucial that CSR and sustainability courses become mandatory. The practitioners’ advocated in-company learning because there may be a great time gap before current students will have sufficient impact



CBS President Per Holten-Andersen

in the corporate sector, but also because the corporate sector and the academic world can benefit from each other. The concept of shared value is inescapable, and is what the ‘business of business’ in the early 21<sup>st</sup> century is really about.

# MISTRA Future Fashion Symposium

“MISTRA Future Fashion Programme has launched a four-year initiative, intended to improve the sustainability and competitiveness of the fashion industry”.

Copenhagen Business School hosted an international symposium, as a part of the MISTRA Future Fashion Programme, on sustainable fashion on May 2<sup>nd</sup>, 2012. Researchers and practitioners were present at the symposium, with the purpose of discussing the potential for mainstreaming sustainability within the fashion industry. The focus of the symposium was placed on the opportunities and barriers for integrating social and environmental aspects throughout the different stages of the fashion lifecycle. This spanned from the design phase to the final disposal and re-use of clothes.

The theme for the conference was the negative publicity the fashion industry had received for having had an unfavorable impact on the environment – due to the fashion industry’s extensive use of pesticides, water, and excess waste.

Notable speakers at the conference were Peder Michael Pruzan-Jørgensen (BSR-The Business of a better World), Catarina Midby, trendcoordinator at H&M, and Esben Rahbek Gjerdrum Pedersen, Director of cbsCSR.



MISTRA Future Fashion Symposium. Picture by Rebecca Earley



**mistra  
future  
fashion**

**join us for the mistra future fashion symposium**

May 2, 2012  
9.00-16.30  
Copenhagen Business School  
Råvarerbygningen, Porcelænshaven 22,  
Room RS-20  
DK-2000 Frederiksberg  
Denmark

As part of the MISTRA Future Fashion Programme, Copenhagen Business School (CBS) will host an international symposium on sustainable fashion on May 2. The Symposium will have participation of both researchers and practitioners who will discuss the potentials for mainstreaming sustainability within the fashion industry. The focus of the Symposium is on the opportunities and barriers for integrating social and environmental issues in different stages of the fashion lifecycle – from design to final disposal and reuse.

**The Conference Program**

The MISTRA Future Fashion Symposium will have participation of a number of leading fashion practitioners and researchers. The program is as follows:

<p><b>08.30-09.00</b> Registration and coffee</p> <p><b>09.00-09.10</b> Welcome by CBS, Alan Irwin, CBS Research Dean</p> <p><b>09.10-09.20</b> Opening by the director of the MISTRA Future Fashion Programme, Mats Westin, SP</p> <p><b>09.20-10.30</b> Presentations from the individual MISTRA Future Fashion projects</p> <p><b>10.30-11.00</b> Coffee break</p> <p><b>11.00-11.45</b> Global Trends in Corporate Sustainability Practices Peder Michael Pruzan-Jørgensen, BSR</p> <p><b>11.45-12.30</b> Challenges and Opportunities from implementing sustainability, Vigga Svensson, Katvig</p> <p><b>12.30-13.30</b> Lunch</p> <p><b>13.30-14.15</b> Sustainability assessment tools - limits and potential, Greg Peters, Chalmers</p> <p><b>14.15-14.45</b> H&amp;M's work on sustainable fashion Catarina Midby, H&amp;M</p> <p><b>14.45-15.15</b> Coffee break</p> <p><b>15.15-15.45</b> Sustainability/CSR approaches among European Fashion companies, André Martinuzzi, Institute for Managing Sustainability</p> <p><b>15.45-16.15</b> Promoting sustainable consumption: Lessons from the food industry, Jessica Aschemann-Witzel, MAPP, Aarhus University</p> <p><b>16.15-16.30</b> Closing remarks Dinner</p>	<p><small>Registration and coffee</small></p> <p><small>Registration for the MISTRA Future Fashion Symposium is required. Registrations should be sent to: Jennifer Van Sickle e-mail: jvs.ikl@cbs.dk.</small></p> <p><small>Registration should include full name, title, organisational affiliation, telephone, and email.</small></p> <p><small>Deadline for registrations April 20.</small></p> <p><small>Participation in the MISTRA Future Fashion Symposium is free. Maximum number of participants is 100.</small></p> <p><small>More Information For questions about the event, please contact: Esben Rahbek Gjerdrum Pedersen Associate Professor Copenhagen Business School Centre for Corporate Social Responsibility (cbsCSR), Porcelænshaven 18, 2000 Frederiksberg C Tel: +45 38 15 27 41 e-mail: erp.ikl@cbs.dk</small></p>
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Minor changes in the Symposium program may occur. More details about the Symposium will be communicated to the participants prior to the event.

# Partnership 2012: NGO + Business. Towards a Sustainable Society Conference



Former General Secretary of the UN Kofi Annan



Journalist Steffen Kretz, Professor Mette Morsing and Kofi Annan



HRH Mary and Adjunct Professor at cbsCSR Mads Øvlisen

From June 10 to June 12, 2012, cbsCSR – in collaboration with the CBS Sustainability Platform and the Department of Operations Management – hosted an international partnership conference, with the participation of some of the world's leading experts from business, NGOs, and academia. The purpose of the conference was to propagate knowledge about innovative, cutting-edge partnerships, stimulate match-making between businesses and NGOs, and communicate the newest research findings on international partnership practices.

Public figures such as HRH Crown Princess Mary, and former Secretary-General of the United Nations Kofi Annan, were amongst the key note speakers. Mr. Annan addressed

an audience of 400 international business and NGO managers, academic researchers, and approximately 350 students on the importance of integrating the two sides of sustainability discourse: that of human rights, and that of environmental protection, in order to reach the goal of a sustainable society. HRH Crown Princess Mary addressed the audience with tales from her own experiences with the challenges and benefits of partnerships. The Crown Princess presented the work of the Mary Foundation, tackling the sensitive issues of social isolation.

The conference also consisted of NGOs and corporations describing their collaborations with both the private and public sector, whilst practitioners presented their experiences,

and the academics displayed findings in both on-going and finished research papers. Overall, the conference provided the participants with the opportunity to explore the various aspects of partner engagement, whilst also representing a collaboration between the European Fundraising Association, the Federation of Danish Industries, the CSR Foundation, and Copenhagen Business School.

Amongst the other speakers were the Minister for Business and Growth, Ole Sohn, the Director General and CEO of the Confederation of Danish Industry, Karsten Dybvad, and the Vice President EU Affairs and Associate general Counsel of Microsoft, John Vassallo.

# Social Media for Social Purposes - Responsible Business in the Blogosphere

As part of the collaborative research project Responsible Business in the Blogosphere (RBB) two conferences were organised by cbsCSR around the topic "Social Media for Social Purposes", one in 2011 and one in 2012, both sponsored by CIEL - Copenhagen Innovation and Entrepreneurship Lab.

The purpose of both conferences was to bring together academics and practitioners to exchange insights and knowledge, whilst exploring the crucial element in social media: "organising for a social purpose". Both conferences focused on social purposes such as health, human rights, and climate change and how these may be stimulated by online entrepreneurs. The conferences had an interdisciplinary approach and connected disciplines of computer science, communication, and management studies to foster a new international research agenda on the links between business, social media, and social purposes.

The research presented at the conferences provided perspectives on the actions and sense-making processes that led entrepreneurs to create new forms of production, and mobilize people and capital through the internet. Furthermore, the conferences explored the power of social networks with the work of social entrepreneurs to produce social goods.

The first conference was held on October 31 and November 1, 2011, and was the first of its kind. The first day of the conference was dedicated to keynote speeches from a vast amount of internationally recognised researchers and practitioners within the fields of communications and media, CSR, and business ethics. During the day, there were six different tracks where participants were divided into groups, and researchers had the opportunity to present their papers and get feedback from the audience. November 1 was dedicated to roundtable discussions and future developments of papers.



2<sup>nd</sup> Social Media for Social Purposes

The second conference took place November 13 and 14, 2012, at Copenhagen Business School, and was divided into a closed workshop and a public seminar. The closed workshop gathered approximately 15 prominent researchers that each shared their papers, as well as experiences related to the field. The public seminar gathered three leading media and communication scholars to each give their perspective on the topic. Professor Lance Bennett opened the public seminar and spoke about the ways protest groups had organised demonstrations through social media, and how the new developments in social media were changing the way people engaged in politics. The following keynote speaker was Professor Zizi Papacharissi, who presented her current research on how people communicate through twitter and hashtags. The last keynote speaker was Associate Professor Jennifer Bartlett, who spoke about how the role of social media in public rural issues in Australia had evolved.

## 2<sup>nd</sup> Nordic symposium on CSR

The 2<sup>nd</sup> Nordic Symposium on CSR was hosted by CBS on 17 June, 2011, and focused on “Stakeholder Perspectives and Scandinavian Approaches to CSR”. The symposium included none other than Professor R. Edward Freeman – author of some of the most acknowledged works in the field of CSR and stakeholder theory, including “Stakeholder Management” – as the key note-speaker. Among other key-note speakers were Professor Moura Quayle from University of British Columbia, Canada and also Visiting Professor at cbsCSR, and Professor Mette Morsing (at that time, Director of cbsCSR).

R. Edward Freeman credited important developments in stakeholder theory as having come from Scandinavia, by acknowledging the contributions of Swedish scholar Eric Rhenman. Many CSR initiatives emerging in the Nordic area originate from new types of partnerships, with various stakeholders joining forces to find new ways to meet future challenges. However, at a macro and micro level of analysis, there is still a need to better understand the Scandinavian perspective of the role of business in society.

It was also highlighted at the symposium that Scandinavian companies were disproportionately well-represented in the major CSR performance indicators, something that came of little surprise given the region’s longstanding commitment to integrating environmental and social issues into management practices, and deep-seated commitment to participative management approaches, and strong stakeholder engagement; all of which are considered essential to strong CSR. As a result, Scandinavia has been characterised as having developed a “Scandinavian Co-operative Advantage” that may “prove to be a long-term competitive advantage for the region in the face of increasingly complex social and environmental challenges that companies cannot solve alone”.

Other topics covered at the symposium were the Scandinavian approaches to CSR, CSR education, and embedding sustainability in University curricula, and CSR as a driver for sustainable innovation.



## Inauguration of two new professors at cbsCSR



Kai Hockerts was inaugurated as Professor of Social Entrepreneurship at cbsCSR 27 August 2012. Kai Hockerts holds a

doctorate in Management from the University of St. Gallen and has co-edited three books on Social Entrepreneurship for academic audiences, and has written numerous articles in leading business journals, such as the Journal of Business Venturing, the Journal of Business Ethics, Business Strategy and the Environment, and Measuring Business Excellence.

His inaugural lecture was titled “Social Entrepreneurship – Exploiting Opportunities to Create Social Change”. In this lecture, Kai discussed the role of social entrepreneurship as a part of management research and education.

He started by discussing the discovery and sustainable exploitation of opportunities to create public goods, and made the argument that, from an economical point of view, we could think of this as the ‘generation of disequilibria’ in market and non-market environments. He then approached this phenomenon from two sides. Firstly, he addressed the role of the individuals engaging

in this process. Usually, they are referred to as social entrepreneurs – resourceful individuals working to create social innovation. Secondly, he looked at the organisational form of social enterprises, hybrid organisations exhibiting characteristics of both the for-profit and not-for profit sector. The lecture closed with a discussion of the role business schools can and should take in educating social entrepreneurs.



Andreas Rasche was inaugurated as Professor of Business in Society at cbsCSR the 28 November 2012. Andreas joined

CBS from the University of Warwick, and holds a doctoral degree from European Business School, Germany as well as a Habilitation from Helmut-Schmidt-University Hamburg. He has been widely published on the changing nature of business-society relations in leading international journals, and serves on the editorial boards of the Journal of Management Studies, Organisation Studies, Business Ethics Quarterly, and Business & Society.

Andreas’ inaugural lecture was titled “Hard Times for Soft Law? – Governing for Sustainability through Voluntary Standards”. In the lecture, he discussed the opportunities and limits of soft law governance in the context of corporate sustainability.

Andreas started his lecture with exploring the contested role of voluntary sustainability standards (e.g. the Forest Stewardship Council and the UN Global Compact). The discussion focused on three questions:

1. Where do these standards get their legitimacy from, given that they mostly reflect private regulatory schemes?
2. Will the ‘market for sustainability’ support the co-existence of multiple standards with similar goals in the long run?

3. Can we expect the UN system to play a more serious role in advancing soft law governance for sustainability?

In the second part of his lecture, Andreas outlined a research agenda for this field of study. He highlighted the importance of better understanding the socially constructed nature of indicators underlying such standards, particularly the process of turning qualitative sustainability problems into quantitative measures. At the end of the lecture, Andreas emphasised the need for considering material aspects (e.g., the role of objects and physical environments) when theorising how these initiatives are produced, adopted, and disseminated.

In 2013, cbsCSR will welcome two new researchers:

Associate Professor Friederike Schultz comes from VU University Amsterdam, and will be working 50% at cbsCSR and the other 50% at VU University Amsterdam. Her research focus is on Corporate Communication, CSR Communication, and Social Media. Professor Lars Thøger Christensen comes from the University of Southern Denmark. His research focus is on Organisational Communication and Strategic Communication.



Friederike Schultz



Lars Thøger Christensen



# Susanne Stormer

## Adjunct professor

I'm privileged to have been given this opportunity, and am happy to provide my insights on the bridging of business and the corporate sector as an adjunct Professor at cbsCSR. I have always been a firm believer in cross-pollination between academia and business as a catalyst for innovation, and that innovation, like change, is a necessary process to get us towards our destination. I am therefore very pleased and honored to join cbsCSR as an adjunct Professor, and will do my utmost to continue building bridges between the business world and the academic world.

The academic world has always been a critical stakeholder for Novo Nordisk and continues to be one today. It is in the academic world we recruit the talented people we need to continue to develop our business, and it is in the academic world we find the learning that can be gained through insights from the world of research. Elements that are necessary for innovation and progress, and are encoded in the CBS DNA.

Another element I want to help promote as an adjunct Professor is sustainability. 'Sustainable' is what most of us want to be. And yet, one can wonder why it has taken so long for the word to be on everybody's lips. In business, sustainability is the ability to stay successful and profitable; and yet, taking a professional approach to sustainable development is an acquired taste that takes a lot of practice. At Novo Nordisk, our approach to sustainable business has evolved over more

than two decades. In fact, we can draw a line all the way through the company's 90 years in business. The way we talk about sustainable business today is informed by what we learn through our interactions with a broad and growing community of experts in the field – from inquiring academics, to trendsetting thought-leaders, and peer practitioners. Because we have become a leader in sustainability we get invited to many valuable collaborative ventures, and our company is subject to research that leads to new insights. Or, you might argue, that it's the other way around: that we have become a leader because we have listened to and learnt from how others view our business and the world around it.

CBS has, during the last 10 years, positioned itself as a recognised centre of excellence in the field of CSR with international reach. On that I congratulate CBS and cbsCSR! But – with leadership comes an obligation. And what I would like to see, and hope to bring to cbsCSR, is a strong articulation of CSR as a business imperative in modern corporations, and to help shape the agenda for what will define our next generations. I am also a strong believer in the power of challenging conventional wisdom. That has been a role I have taken throughout my academic and professional career – with some success, but indeed also with some scars. And I trust that here, at CBS, I find myself in the company of soul mates with the same kind of ambitions.

So, let's go rock the boat together.

# Appendices

- Awards
- Selected advisory boards
- Selected editorial work
- Selected publications
- Selected conference papers
- Selected media coverage

## Awards

- Mads Øvlisen, Adjunct Professor at CBS for more than five years, received the CSR Honor Award at the CSR Awards 2011. The Honor Award was given to Mads Øvlisen as Denmark's most sustainable business leader, politician, or decision maker.
- Mette Morsing was chosen as an Outstanding Reviewer at the Emerald Literati Network Awards for Excellence 2011. Mette Morsing was selected for her impressive and significant contribution she made as a reviewer to Corporate Governance throughout 2010.
- Mette Morsing was nominated for the "CSR Professional Award" in 2011 by CSR Forum at the CSR Award Show.
- Lucia Reisch was appointed to the German National Academy of Science and Engineering. The academy honors an outstanding academic performance with an exclusive lifelong appointment of 400 academics, and invites its members to contribute their competencies to politics and society.
- Robert Strand was awarded the 2012 Society for Business Ethics Founders' Award & Emerging Scholar.
- Steen Vallentin was nominated for the "CSR Professional Award" in 2012 by CSR Forum at the CSR Award show.

## Selected advisory boards:

- Elanor Colleoni:**
- Expert EU Evaluator of FP7 call for ICT and Sustainability and Social Innovation
- Mette Morsing:**
- Claus Meyer's Melting Pot Foundation
  - The LEGO Foundation
  - Appointed by the Danish Minister of trade and Commerce as member of National Council for Corporate Responsibility, "Rådet for Samfundsansvar"
- Andreas Rasche:**
- UN Global Compact LEAD Steering Committee
  - Award Selection Committee
  - Chair AOM SIM "Best Book Award" Selection Committee
  - Executive Board, European Business Ethics Network, UK Division
- Lucia Reisch:**
- Ethics Commission for Safe Energy Supply of Chancellor Merkel
  - Advisory board Bio-Economy Council to the Federal Government of Germany
  - Network Consumer Research of the German Federal Ministry of Food, Agriculture and Consumer Protection
  - Chairwoman of the Academic Advisory Council for Consumer and Nutrition Policy of the Federal Ministry for Food, Agriculture and Consumer Protection
  - Chairwoman of the Consumer Commission of the State of Baden-Wuerttemberg
- Robert Strand:**
- Nobel Peace Prize Forum Responsible Business Day Advisory Committee
- Steen Vallentin:**
- Board of DanWatch

## Selected editorial work:

- Wencke Gwozdz:**
- Journal of Consumer Policy
- Kai Hockerts:**
- Journal of Social Entrepreneurship
  - Social Enterprise Journal
  - Business Strategy and the Environment
- Frederik Larsen:**
- Managing editor of the Journal of Business Anthropology
- Mette Morsing:**
- Series editor of Cambridge University Press' series on "Business, Value Creation and Society", with R. Edward Freeman and Jeremy Moon
  - Journal of Business Ethics
  - Business Ethics – A European Review
  - Corporate Communication: an International Journal
  - The Social Responsibility Journal
  - Corporate Governance: an International Journal of Business in Society
- Esben Rahbek Gjerdrum Pedersen:**
- Co-Editor on Special Issue of Journal of Corporate Citizenship on Business-NGO Partnerships
  - Editor of Text Book on Corporate Social Responsibility
- Andreas Rasche:**
- Journal of Management Studies Organization Studies
  - Business Ethics Quarterly
  - Business and Society
  - Business and Professional Ethics Journal
  - International Advisory Board for the UN Global Compact International Yearbook
- Lucia Reisch:**
- Editor in Chief of the Journal of Consumer Policy
  - Review work for several Journals, e.g. the Journal of Business Ethics, Special issue on CSR and social media
- Robert Strand:**
- Co-editor of Journal of Business Ethics Special Issue "The Scandinavian Approach to Corporate Social Responsibility & Sustainability"
- Peter Lund-Thomsen:**
- Journal of Sustainable Finance and Investment
  - Journal of Business Ethics
  - South Asian Journal of Global Business Research
- Selected publications:**
- Gwozdz, Wencke & Reisch, Lucia (2011): Instruments analyzing the influence of commercials on children's food choice. International Journal of Obesity, 35, S137-S143
  - Hockerts, Kai & Arnold, Marlen Gabriele (2011): The Greening Dutchman: Philips' Process of Green Flagging to Drive Sustainable Innovations. Business Strategy and the Environment, Vol. 20, No. 6, p. 394-407
  - Hockerts, Kai & Parisi, Cristiana (2011): Causal Maps and the Performance Measurement of CSR Related Intangibles: A Case Study. International Journal of Learning and Intellectual Capital, Vol. 8, Nr. 3, s. 290-309
  - Morsing, Mette (2011): State-owned enterprises: A corporatization of governments? Management Communication Quarterly, 25(4), pp. 710-717

- Morsing, Mette; Kjærgaard, Annemette & Ravasi, Davide (2011): More than a mirror: A study of media influence on organizational identity construction in a celebrity Firm. Journal of Management Studies, vol. 48, no. 3, pp. 514-543
- Neergaard, Peter & Pedersen, Janni T. (2011): Communication of CSR: A quantitative study of companies' compliance with Section 99a of the Danish Financial Statements Act and their general reporting practice for the 2010 financial year". Ministry of Economic and Business Affairs: Copenhagen, Denmark
- Pedersen, Esben Rahbek; Pedersen, Janni T. & Jacobsen, Per Ø. (2011): Partnerskaber mellem virksomheder og NGO'er: Når organisationer taler med og forbi hinanden, Ledelse & Erhvervsøkonomi, 4: 38-48
- Pedersen, Esben Rahbek (2011): All Animals are Equal, but...: Management perceptions of stakeholder relationships and societal responsibilities in multinational corporations. Business Ethics
- Rasche, Andreas (2011): Organizing Derrida Organizing: Deconstruction and Organization Theory, Research in the Sociology of Organizations, Vol. 32, pp. 251-280
- Rasche, Andreas; Gilbert, Dirk Ulrich & Waddock, Sandra (2011): Accountability in a Global Economy: The Emergence of International Accountability Standards, Business Ethics Quarterly, Vol. 21, No.1, pp. 23-44
- Rasche, Andreas (2012): Global Policies and Local Practice: Loose and Tight Couplings in Multi-stakeholder Initiatives, Business Ethics Quarterly, Vol. 22, No. 4, pp. 679-708
- Rasche, Andreas; Brunsson Nils & Seidl, David (2012): The Dynamics of Standardization: Three Perspectives on Standards Organization Studies, Organization Studies, Vol. 33, No. 5-6, pp. 613-633
- Reisch, Lucia & Gwozdz, Wencke (2011): Chubby cheeks and climate change: Childhood obesity as a sustainable development issue. International Journal of Consumer Studies, 35(19), 3-9
- Reisch, Lucia; Scholl, Gerd & Bietz, Sabine (2011): Better safe than sorry: Consumer perceptions of and deliberations on nanotechnologies. International Journal of Consumer Studies, 35(6), 644-654
- Reisch, Lucia; Gwozdz, Wencke & Beckmann, Suzanne C. (2011): Consumer behavior in childhood obesity research and policy. In: Luis Moreno, Iris Pigeot & Wolfgang Ahrens (Eds). Epidemiology of obesity in children and adolescents – Prevalence and aetiology, pp. 431-454
- Reisch, Lucia & Oehler, Andreas (2012): Sie lebt! Zur Verbraucherforschung im deutschsprachigen Raum: Eine empirische Analyse. Journal für Verbraucherschutz und Lebensmittelsicherheit (Journal of Consumer Protection and Food Safety), 7(2), 105-115
- Reisch, Lucia (2012): Gesundheit, Essen und Nachhaltigkeit: Anforderungen an die Ernährungsaufklärung. Aktuelle Ernährungsmedizin. Zeitschrift für Stoffwechselforschung, klinische Ernährung und Diätetik, Journal for Metabolic Research, Clinical Nutrition and Dietetics, 37(6), 343-348

- Reisch, Lucia (2012): The role of sustainable consumption in fostering a fundamental transformation of agriculture. In: United Nations Conference on Trade and Development (UNCTAD) (Ed.). Trade and Environment Review 2012: Transforming agriculture to cope with climate change and assure food security. Geneva: United Nations (UNCTAD)
- Strand, Robert (2012): The Chief Officer of Corporate Social Responsibility: a Study of Its Presence in Top Management Teams, Journal of Business Ethics. 12.2012
- Strand, Robert (2011): Toward Sustainable Sustainability Learning: Lessons from a U.S. MBA study abroad program to Scandinavia, Journal of Strategic Innovation and Sustainability. 7(2): 41-63
- Strand, Robert (2011): Exploring the Role of Leadership in Corporate Social Responsibility: A Review, Journal of Leadership, Accountability and Ethics. 8(4): 84-96  
Thomsen, Peter Lund & Pillay, Renginee G. (2012): CSR in Industrial Clusters: An Overview of the Literature, Corporate Governance (Bradford), Vol. 12, No. 4, 2012, p. 568-578
- Thomsen, Peter Lund; Nadvi, Khalid; Chan, Anita; Kahra, Navjote & Xue, Hong (2012): Labour in Global Value Chains: Work Conditions in Football Manufacturing in China, India and Pakistan, Development and Change, Vol. 43, No. 6, 2012, p. 1211-1237
- Thomsen, Peter Lund & Khan, Farzad Rafi (2011): CSR as Imperialism: Towards a Phenomenological Approach to CSR in the Developing World, Journal of Change Management, Vol. 11, No. 1, 3.2011, p. 73-90
- Thomsen, Peter Lund & Khara, Navjote (2012): Value Chain Restructuring, Work Organization and Labour Outcomes in Football Manufacturing in India, Competition and Change, Vol. 16, No. 4, p. 261-280
- Vallentin, Steen & Murillo, David (2012): CSR, SMEs and Social Capital: An Empirical Study and Conceptual Reflection, Ramon Llull Journal of Applied Ethics, 3(6), 17-46
- Vallentin, Steen & Murillo, David (2012): Governmentality and the Politics of CSR, Organization, 19(6), 825– 843
- Vallentin, Steen, Midttun, A., Gjølborg, M., Kourula, A. & Sweet, S. (2012): Public policies for corporate social responsibility in four Nordic countries: Harmony of goals and conflict of means, Business & Society

**Selected conference papers:**

- Dahl, Dorte Boesby (2012): Stories of Professionalization and Social Inclusion in Public Parking Services, in Chandler, John; Jim Barry and Elisabeth Berg (eds.) (2012): Dilemmas for Human Services 2011 – Papers from the 15th International Research Conference, University of East London
- Etter, Michael; Arvidsson, Adam & Corleoni, Elanor (2012): General Sentiment: An Emerging Value Form in the Information Economy? Paper presented at The 61th Annual Egos Conference, Helsinki.
- Etter, Michael; Vestergaard, Anne & Corleoni, Elanor (2012): Mobilization and Resistance through Social Media. Analyzing content, effects and meaning networks in CSR scandals in the chocolate industry. Paper presented at the annual conference of the International Communication Association, Phoenix
- Etter, Michael & Castello, Itziar (2012): Why Stakeholder Engagement will not be Tweeted: Logics and the Power Corset. Paper presented at the conference of the Academy of Management, Boston.
- Hockerts, Kai (2011): Web 2.0-based Social Entrepreneurship: The Potential of Interaction and Personalization. 2011. Abstract from the 3rd EMES International Research Conference on Social Enterprise, Roskilde, Denmark.
- Hockerts, Kai; Forster, Florian & Grichnik, Dietmar (2012): Do Good Intentions Matter? : A Comparative Study of What Triggers For-Profit and Social Entrepreneurship. Paper presented at 16. Interdisziplinären Jahreskonferenz zur Gründungsforschung, Potsdam, Germany (Nominated for best paper)
- Hockerts, Kai & Avetisyan, Emma (2012): Consolidation Within the ESG Raiting Industry: Motivation and Impact. Paper presented at The Academy of Management Annual Meeting 2012, Boston, USA.
- Hvass, Kerli Kant (2012): Business Model Innovation for Post-retail Sustainability of Fashion, Abstract from EABIS 10th PhD conference, Lausanne, Switzerland
- Morsing, Mette & Roepstorff, Anne (2011): CSR as corporate political practice – an ethnographic perspective on the political implications of a CSR strategy, Paper presented at EGOS, June 7-9, Gothenburg, Sweden
- Pedersen, Janni T. & Herlin, Heidi (2012): Corporate Foundations: Like a Bridge over the Troubled Water of Cross-sector Collaboration, Paper presented at a Divisional Paper session, Academy of Management Annual Meeting – The Informal Economy, Boston, MA, USA
- Pedersen, Janni T. & Herlin, Heidi (2012): Corporate foundations: catalysts of NGO-Business partnerships?, Paper presented at the Partnership 2012: NGO + Business conference, Copenhagen Business School, Frederiksberg, Denmark
- Rasche, Andreas & Gilbert, Dirk Ulrich (2012): Cross-Disciplinary Ethics Education in MBA Programs: Rhetoric or Reality? Paper presented at the Annual Meeting of the Academy of Management (AOM), Boston, MA. (included in AOM Best Paper Proceedings for 2012)
- Rasche, Andreas; Hommel, Ulrich & Cornuel, Eric (2012): Discipline as Institutional Maintenance: The Case of Business School Rankings, Paper presented at the EFMD Research in Higher Education Conference, Zurich
- Rasche, Andreas; Gilbert, Dirk Ulrich & Heinecke, Patrick (2012): Shaping Regional Strategies of Multinational Corporations, Paper presented at the Annual Meeting of the Academy of Management (AOM), Boston, MA
- Rasche, Andreas (2012): Organizing Transnational Governance: Multi-Stakeholder Initiatives as Loosely Coupled Systems, Paper presented at the ICCSR 10th Anniversary Conference: CSR Futures – Knowledge and Practice, Nottingham, UK
- Rasche, Andreas (2011): Beyond Compliance! A Deliberative Approach to Labor Auditing in Global Supply Chains, Paper presented at the Annual Meeting of the European Group for Organization Studies (EGOS), Gothenburg
- Reisch, Lucia; Gwozdz, Wencke; Barba, Gianni; Henauw, Stefaan De; Lascorz, Nathalia; Konstabel, Kenn & Pigeot, Iris (2012): The role of food commercials on children's food knowledge and preferences and its impact on diet and weight, Proceedings of the International Association for Research in Economic Psychology (IAREP), Wroclaw, pp. 258-259, Poland
- Reisch, Lucia; Gwozdz, Wencke & Bly, Sarah (2012): Exit from High Street: a study of sustainable fashion pioneers' strategies for sustainable fashion consumption, Proceedings of the - International Association for Research in Economic Psychology (IAREP), Wroclaw, p. 43, Poland
- Reisch, Lucia; Gwozdz, Wencke & Raab, Gerhard (2012): Compensatory and compulsive buying behavior in Denmark: Who is a shopaholic?, Proceedings of the International Association for Research in Economic Psychology (IAREP), Wroclaw, pp. 113-114, Poland
- Reisch, Lucia; Gwozdz, Wencke; Raab, Gerhard; Kollmann, Karl; Schubert, Anna-Maria & Unger, Alexander (2012): Pathological buying behaviour: Investigating the trend of compensatory and compulsive buying in Austria, Denmark and Germany. Competitive paper at the IAREP - International Association for Research in Economic Psychology, Wroclaw, p. 257, Poland
- Reisch, Lucia; Gwozdz, Wencke; Barba, G.; Henauw, S. De; Lascorz, N.; Konstabel, K. & Pigeot, I. (2012): The role of food commercials on children's food knowledge and preferences and its impact on diet and weight. Competitive paper at the IAREP - International Association for Research in Economic Psychology, Wroclaw, Poland
- Reisch, Lucia; Gwozdz, Wencke & Raab, G. (2012): Compensatory and compulsive buying behavior in Denmark: Who is a shopaholic? Competitive paper at the IAREP - International Association for Research in Economic Psychology, Wroclaw, Poland
- Reisch, Lucia; Gwozdz, Wencke; De Henauw, S.; Lissner, L.; Moreno, L.A.; Pala, V.; Tornaritis, M.; Molnar, D.; Siani, A.; Veidebaum, T. & Pigeot, I. (2012): Childhood obesity: A European cross-geographical analysis of individual factors influencing diet quality & obesity. Competitive Paper at the 2012 International Social Marketing Conference, Brisbane, Australia
- Reisch, Lucia & Gwozdz, Wencke (2011): Childhood obesity, sustainable development, and behavioural economics. Paper presented at the SCORAI (Sustainable Consumption Research and Action Initiative) Seminar "Socio-technical Transitions, Social Practices, and the New Economics: Meeting the Challenges of a Constrained World". Mountain Lakes House, Princeton University, New Jersey, US
- Strand, Robert (2012): Exploring the Rationales Expressed for Including a CSR Position to the Top Management Team. 2012 Academy of Management Conference, Boston, USA
- Strand, Robert (2012): Tensions of Corporate Social Responsibility. 2012 Society for Business Ethics Conference, Boston, USA
- Strand, Robert (2012): The Scandinavian Co-operative Advantage: The Theory and Practice of Stakeholder Engagement in Scandinavia. 1st Annual Sustainable Scandinavia Conference, University of Minnesota, Minneapolis, USA
- Strand, Robert (2011): CSR as a Cooperative Advantage: The Case Study of Scandinavia. 2nd Annual Nordic Symposium on CSR, Copenhagen, Denmark
- Vallentin, Steen (2012): Neoliberalism and CSR: Overcoming Stereotypes and Embracing Ideological Variety. Paper presented at The 28th EGOS Colloquium, 2012, Helsinki, Finland.
- Strand, Robert (2012): Strategic Leadership of Corporate Sustainability, International Conference Promoting Business Ethics. Niagara University, New York, USA
- Weller, Angeli (2012): Two Sides of the Same Coin? Business Ethics and Corporate Social Responsibility in Practice, Paper presented at European Business Ethics Network PhD Conference, Barcelona, Spain
- Weller, Angeli (2012): Exploring the Intersection between E&C and CSR, Paper presented at the Ethics and Compliance Officer Association Sponsoring Partner Forum, Washington, DC, May 2012 and Annual Conference, St. Louis, MO,

**Selected media coverage:**

- Contributions to the President pave the way for a Danish one billion adventure in Africa**  
Danish companies can look forward to dizzying adventures in Mozambique, which, in the past three years, has grown to be one of the biggest players in the energy market. ... Kai Hockerts, Associate Professor at cbsCSR and expert in business ethics, sees nothing to prevent the Danish companies jumping on the bandwagon. "If we really get a situation where corruption, so to speak, is completely transparent and lawful, it at least gives the population and civil society a possibility to see what is going on and decide on the fairness", he said.  
Politiken, 23rd of December 2012
- Online Watchdogs punish companies**  
Customers' criticism of a company was previously limited to an angry call to customer service or in extreme cases a letter. ... This is a development that potentially promotes ethical awareness among citizens and businesses, "says Anne Vestergaard, assistant professor at CBS. ..."  
Politiken, 5th of December 2012
- Big change in the Chinese labor**  
The Danish companies are moving to China. ... So it's dangerous for them if they do not take the critical signals seriously and work to raise living standards, says Peter Lund-Thomsen, associate professor at cbsCSR and expert in Chinese conditions. ...  
HK Privatbladet, 30th of November 2012
- Crisis conscious Danes gives less to recycling**  
Thrift Stores are reporting problems finding enough good clothes. ... This trend is confirmed by a study from Copenhagen Business School conducted in Sweden and in Denmark. ... Wencke Gwozdz from Copenhagen Business School explains that while recycling has become fashionable, the crisis means that many people are aware that they can make money on used clothing.  
Politiken.dk, 29th of November 2012
- Retirement companies Code of Conduct does not prevent combat drone investments**  
It is not a war effort, Danish foundations, with ordinary Danes as clients necessarily want to be associated with. ... Some have opted for investments (in certain types of companies,

ed.), while others have opted to practice active ownership and try to influence the companies they invest in, explains Steen Vallentin. Information, 13th of November 2012

- Sustainable Fashion Week**  
The fashion industry is among the most polluting industries in the world, and the people behind the Copenhagen Fashion Week are now taking the initiative to use the week to focus on sustainability and the environment. Centre Director at cbsCSR, Esben Rahbek Gjerdrum Pedersen, believes that it is the industry and not the consumers who should be responsible for the progress.  
DR P3 Nyhederne 16.00, 8th of August 2012
- Social Responsibility on the edge**  
According to Professor Mette Morsing at CBS, it is a mistake to think that the chef Claus Meyer is accountable for one of his employees and his previous crimes and criminal record. Mette Morsing points out that it is not a company's task to judge their employees morale.  
Børsen, 14th of March 2012
- Former CEOs sign up to CSR and Sustainability**  
Former CEO of Novo Nordisk, Mads Øvlisen, is a good example of one of many former top business people who today are related to education in CSR and sustainability in several of the world's leading business schools. Here, they use their practical experience to link theory and practice closer together in the education of future business people.  
Financial Times, 31st of October, 2011
- It is the companies who promotes climate change**  
The companies are the frontrunners on climate action, says professor and researcher in the business climate policy at CBS, Mette Morsing. She believes that companies are setting an agenda that includes a description of their activities, areas, and actions to be made more sustainable. She believes that companies have gradually lost patience with the government's efforts in this area.  
DR-P4 and DR-P1 Radioavis 12.00, 11th of October 2011
- Germany's green revolution**  
One of the German experts who was called to Berlin in early April to aid Angela Merkel's green commitment, was Dr. Lucia Reisch, an economist specializing in consumer behavior and sustainability at Copenhagen Business School. She referred to the initiative as a bet of 'high resolution' from the Federal side, because it challenges the German industry's large and powerful groups within cars, chemicals, and energy.  
Mandag Morgen, 14th of June 2011
- Head boy has a bad image**  
According to a survey conducted by research company YouGov Coop's image, despite persistent attempts to appear as responsible, is still no better than Danish Super Market. Expert in corporate social responsibility and Associate Professor at CBS, Steen Vallentin, says: 'Coop is a good example of how it can be more than difficult to change accountability to a good reputation'.  
Berlingske Business, 23rd of April 2011

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Editor page

Centre for Corporate Social  
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