Letter from Per Holten-Andersen

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

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)
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Letter from Per Holten-Andersen</td>
<td>2</td>
</tr>
<tr>
<td>Letter from Dorte Salskov-Iversen</td>
<td>3</td>
</tr>
<tr>
<td>Chapter 1 Introducing cbsCSR</td>
<td>7</td>
</tr>
<tr>
<td>Shared Knowledge, Shared Value</td>
<td>8</td>
</tr>
<tr>
<td>About cbsCSR</td>
<td>9</td>
</tr>
<tr>
<td>Outlook</td>
<td>11</td>
</tr>
<tr>
<td>Staff at cbsCSR</td>
<td>12</td>
</tr>
<tr>
<td>Chapter 2 Outreach</td>
<td>17</td>
</tr>
<tr>
<td>Partnerships Introduction</td>
<td>18</td>
</tr>
<tr>
<td>Academic Partners</td>
<td>18</td>
</tr>
<tr>
<td>Corporate Partners</td>
<td>20</td>
</tr>
<tr>
<td>Student Partners</td>
<td>21</td>
</tr>
<tr>
<td>Brown Bag seminars</td>
<td>22</td>
</tr>
<tr>
<td>Visiting Scholars</td>
<td>23</td>
</tr>
<tr>
<td>Chapter 3 Research</td>
<td>25</td>
</tr>
<tr>
<td>Research Introduction</td>
<td>26</td>
</tr>
<tr>
<td>Selected publications from cbsCSR in 2011-2012</td>
<td>27</td>
</tr>
<tr>
<td>cbsCSR Research Projects</td>
<td>28</td>
</tr>
<tr>
<td>Books published</td>
<td>33</td>
</tr>
<tr>
<td>Chapter 4 Teaching</td>
<td>35</td>
</tr>
<tr>
<td>Teaching Introduction</td>
<td>36</td>
</tr>
<tr>
<td>Full-time MBA</td>
<td>36</td>
</tr>
<tr>
<td>CBS Executive MBA</td>
<td>37</td>
</tr>
<tr>
<td>PhD Sustainability Cohort</td>
<td>37</td>
</tr>
<tr>
<td>cbsCSR PhD Projects</td>
<td>38</td>
</tr>
<tr>
<td>Current PhD Projects</td>
<td>38</td>
</tr>
<tr>
<td>Completed PhD Projects</td>
<td>40</td>
</tr>
<tr>
<td>Affiliated PhD Projects</td>
<td>40</td>
</tr>
<tr>
<td>Electives by cbsCSR staff</td>
<td>41</td>
</tr>
<tr>
<td>Chapter 5 Events</td>
<td>43</td>
</tr>
<tr>
<td>Events Introduction</td>
<td>44</td>
</tr>
<tr>
<td>cbsCSR ten year anniversary</td>
<td>44</td>
</tr>
<tr>
<td>MEFTRA Future Fashion Symposium</td>
<td>45</td>
</tr>
<tr>
<td>Partnership 2012: NGO + Business</td>
<td>46</td>
</tr>
<tr>
<td>Towards a Sustainable Society Conference</td>
<td>46</td>
</tr>
<tr>
<td>Social Media for Social Purposes - Responsible Business</td>
<td>47</td>
</tr>
<tr>
<td>in the Blogosphere</td>
<td>47</td>
</tr>
<tr>
<td>Nordic symposium on CSR</td>
<td>48</td>
</tr>
<tr>
<td>Inauguration of two new professors at cbsCSR</td>
<td>49</td>
</tr>
<tr>
<td>Susanne Stormer</td>
<td>51</td>
</tr>
<tr>
<td>Appendices</td>
<td>62</td>
</tr>
</tbody>
</table>
Chapter 1
Introducing cbsCSR

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 make 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 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 the 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 ethics Copenhagen; UN Principles for Responsible Management Education (PRME) (2008); Danish Initiative for Ethik 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 2nd 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.
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 Barndale and four new PhD students in Amritraj Agrawal, Frederik Larsen, Sarah Nettet 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 Thager Christensen from the University of Southern Denmark; Associate Professor Frederike 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 Schoenborn 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 like-minded 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 2011 and 2014, we intend to add new members to the Centre’s list of partners and strengthen relationships with the existing ones – whether to concerns internal partners (e.g. CBS Sustainability Platform or PRME & Sustainability Office), professional network organisations (e.g. ABIIS) 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

Esben Rahbek Gjerdrum Pedersen, Associate Professor and Centre Director
Focus areas: CSR and Corporate Citizenship, CSR in Supply Chains, Lean Management. Email: erp.ikl@cbs.dk

Elise Lind Jacobsen, Centre Manager
Focus areas: Project Management, Internal/External Communication, Fundraising, Event Management. Email: elj.ikl@cbs.dk

Elna Wolter, Core Staff Member
Focus areas: Consumer Research, Consumer Policy, Sustainable Consumption, Public Health and Consumers, Behavioural Economics. Email: elw.ikl@cbs.dk

Core Staff Members:

Mette Morsing, Professor
Focus areas: CSR, Integrated Communication, Sustainability, Values, Ethics and Leadership. Email: mm.ikl@cbs.dk

Andreas Rasche, Professor
Focus areas: Corporate Responsibility and Sustainability Standards, Non-state Market-driven Governance Schemes, UN Global Compact, Responsible Supply Chain Management, Global Governance and CSR. Email: ara.ikl@cbs.dk

Lucia Rieisch, Professor
Focus areas: Consumer Research, Consumer Policy, Sustainable Consumption, Public Health and Consumers, Behavioural Economics. Email: lr.ikl@cbs.dk

Kai Hackerts, Professor
Focus areas: Social Entrepreneurship, Social Innovation, Corporate Sustainability. Email: kh.ikl@cbs.dk

Steen Vallentin, Assistant Professor
Focus areas: Political Aspects of CSR, Governmentality and New Modes of Governance, Impact of Media and Public Opinion, Ideology and Cynicism in the CSR Debate. Email: stv.ikl@cbs.dk

Peter Lund-Thomsen, Associate Professor
Focus areas: CSR in Developing Countries, Industrial Upgrading & SMEs, Ethical and Fair Trade, Global Value Chains and Clusters, The International Football Garment and Leather Tanning Industries. Email: plt.ikl@cbs.dk

Wensele Goezert, Associate Professor
Focus areas: Transformative Consumer Behaviour, Sustainable Consumption, Behavioural Economics, Social Marketing, Health Behaviour. Email: wg.ikl@cbs.dk

Anne Vestergaard Jarväng, Assistant Professor
Focus areas: CSR Communication, Humanitarian Communication, Media Sociology, Discourse Theory and Analysis. Email: avj.ikl@cbs.dk

Michael Ettor, Assistant Professor
Focus areas: CSR Communication, Social Media Communication, Corporate Communication, Organisational Communication, and Corporate Reputation. Email: me.ikl@cbs.dk

Merrill James Barradale, Assistant Professor
Focus areas: Renewable Energy Policy and Economics, Climate Change Policy, Behavioural Aspects of Investment Decision Making. Email: mjbp.ikl@cbs.dk

Robert Strand, Assistant Professor
Focus areas: Corporate Sustainability, Corporate Social Responsibility, Strategic Leadership, Top Management Teams, U.S. - Scandinavia Comparisons. Email: rns.ikl@cbs.dk

Elleanor Colleoni, Research Fellow
Focus areas: New Media, Communication, Digital Methods, New Forms of Value Creation, Online Virality. Email: eck.ikl@cbs.dk

Aniruddh Agrawal, PhD Fellow
Focus areas: Game Theory, Social Entrepreneurship, Social Innovation. Email: aga.ikl@cbs.dk

Dorte Boesby Dahl, PhD Fellow
Focus areas: Aesthetic Labour, Creation of Work Identities, Socially Inclusive Practices in Public Organisations. Email: dbd.ikl@cbs.dk

Frederik Larsen, PhD Fellow
Focus areas: Recycling, Concepts of Value, Cultural Industries, Fashion. Email: fl.ikl@cbs.dk

Janni Thusgaard Pedersen, PhD Fellow
Focus areas: Cross-sector Partnerships, NGO-Business Partnerships, CSR, Reporting of CSR. Email: jtp.ikl@cbs.dk

Kari Kari Haan, PhD Fellow
Focus areas: Business Model Innovation for Sustainability, Secondhand Retailing and Recycling, Sustainable Fashion, Social Entrepreneurship. Email: kkh.ikl@cbs.dk

Kirsti Relland Rikard, PhD Fellow
Focus areas: Pierre Bourdieu's Theoretical Framework, Action Network Theory, Design Strategies, Sustainable Fashion, Cultural Intimacies. Email: krr.ikl@cbs.dk

Linne Marie Lassen, PhD Fellow
Focus areas: CSR in Hybrid Organisations, Publicly Owned Quasi-Publicised Companies, Water and Wastewater, New Public Management, Engineering Public. Email: lml.ikl@cbs.dk

Sarah Netter, PhD Fellow
Focus areas: Consumer Behavior, Sustainable Consumption, Fashion Consumption, Sustainability in the Fashion Industry. Email: sn.ikl@cbs.dk

Kai Hockerts, Professor
Focus areas: Social Entrepreneurship, Social Innovation, Corporate Sustainability. Email: kho.ikl@cbs.dk

Dorte Boesby Dahl, PhD Fellow
Focus areas: Aesthetic Labour, Creation of Work Identities, Socially Inclusive Practices in Public Organisations. Email: dbd.ikl@cbs.dk

Anne Vestergaard Jarväng, Assistant Professor
Focus areas: CSR Communication, Humanitarian Communication, Media Sociology, Discourse Theory and Analysis. Email: avj.ikl@cbs.dk

Michael Ettor, Assistant Professor
Focus areas: CSR Communication, Social Media Communication, Corporate Communication, Organisational Communication, and Corporate Reputation. Email: me.ikl@cbs.dk
Adjunct Professors:

- Adjunct Professor Mads Øvlisen
  Email: m.oikl@cbs.dk

- Adjunct Professor R. Edward Freeman
  Email: rfreeman@jarden.virginia.edu

- Professor Emeritus Peter Pruzan
  Email: pruzan@ikl.cbs.dk

Affiliated Academic Partners:

- PRME & Sustainability Office Director Lene Mette Sørensen
  Email: lms.ikl@cbs.dk

- PRME & Sustainability Office Research Assistant Marie Knoustrup Frandsen
  Email: mkf.ikl@cbs.dk

- CBS Sustainability Platform Project Manager Barbara Louise Bech
  Email: blb.ikl@cbs.dk

Affiliated Faculty:

- Ole Thyssen, Professor at CBS

- Majken Schultz, Professor at CBS

- Jette Steen Knudsen, Associate Professor at CBS

- Søren Jeppesen, Associate Professor at CBS

- Adam Arvidsson, Associate Professor at University of Milano

External Lecturers:

- Anne Mette Christiansen
  Email: amc.ikl@cbs.dk

- Guril Jakobsen
  Email: gj.ikl@cbs.dk

- Peter Neergaard
  Email: pn.ikl@cbs.dk

Research Assistants:

- Ahmad Hassan
  Email: aha.ikl@cbs.dk

- Sarah Bly
  Email: sb.ikl@cbs.dk

- Christian Bendsen
  Email: cb.ikl@cbs.dk

Project Assistants:

- Christopher Toyberg-Frandsen
  Email: cto.ikl@cbs.dk

- Line Pedini Rasmussen
  Email: lpr.ikl@cbs.dk

- Christina Skjolding Hjelm
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 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

Contact: Director of PRME & Sustainability Office
Lene Mette Sørensen lms.ikl@cbs.dk

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.

Of the relationship between the Sustainability Platform and cbsCSR, former Platform Manager Elisabeth Crone Jensen 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.”

Contact: Sustainability Platform Manager
Barbara Louise Bech bb.ikl@cbs.dk
Corporate Partners

Knowledge Group

The Knowledge Group, established in 2010, is run by Associate Professor Steen Vallentin and Project Manager Kristine Ohr. 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. It is run by Associate Professor Steen Vallentin and Professor Kristine Ohr. 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.

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. The handling is rather easy for both retailers and consumers. 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.

Contact: Associate Professor Wencke Gwozdz wg.kf@cbs.dk

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.

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
Brown Bag seminars

The Brown Bag Seminars, held regularly throughout the academic year at the Center, 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

Eric Fay; EMILYON Business School
Open Deliberation: On the Way to Sustainable Management

Anna Raapakko, Mette Malling 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.

Thomas Raskdal; University of St. Andrews
Writing Process

Grant Michelsen; Edith Cowan University
Re-engineering

Wencke Gwozdz; cbsCSR
The Effects of Advertising on Children’s Food Knowledge and Preferences: A European Perspective.
Co-author: Lucia Raich

2012

Robert Strand; cbsCSR
Embracing the Tensions of Corporate Social Responsibility

Glen Whitel; Nottingham University Business School

Renee Leechshul; University of California, Santa Cruz; Karin Bohmann; University of Copenhagen and Christian Erik Kæmpfer; CBS
Sustainability as a Contested Notion

Hans Krause Hansen; CBS
What do Number do to Governance

Wencke Gwozdz and Esben Raskdal, Bjorn Pedersen; cbsCSR
The Strategisness of Strategic CSR: Exploring the Relative Position of CSR Among Danish Companies

Sarah Bly; cbsCSR
Exit from High Street: Study of Sustainable Fashion Pioneers

Shein Valentin; cbsCSR
The Influence of Institutional Neoliberalism and CSR

Christina Berg Johanssen; cbsCSR
Logics on Corporate Strategy and Sustainability

Jean-Pascal Gond; Cass Business School, City University London
How do Employees Perceive and React to CSR?

Sara Bly, Lucia Reisch and Wencke Gwozdz; cbsCSR
Exit from High Street: An Exploratory Study of Sustainable Fashion Pioneers

Jette Stein Knudsen; CBS
Political Science and Management Perspectives: Towards an Integrative Understanding of Corporate Social Responsibility (CSR)

Merie Joseph; University of Jyväskylä
Exit from High Street: Study of Sustainable Fashion Pioneers

Visiting Scholars

Visiting Ph.D.:

Emma Aretiyan, SKEMA Business School in Sophia Antipoli

Monica Recalde, School of Communication at the University of Navarra

Halfís Björg Hjálmdóttir, The University of Akureyri

Anni Vähäkangas, Oulu Business School

Najytee 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’École des Hautes Études 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 Leo Wong, Marketing School of Business, MacEwan University

Lecturer Hong Xue, Normal University Shanghai, December

University visits:

Pace University

FAE Centro Universitário, Faculdade Metropolitana do Curitiba

Faculdade de Educação Superior do Paraná

Pontificia Universidade Catolica 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) has 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 NovoNordisk, 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 in this report describes the research activities throughout the Centre.

- Research Introduction
- cbsCSR Research Projects
- Books Published
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.

---

**Selected publications from cbsCSR in 2011-2012:**


Brunsson, Nils, Rasche, Andreas & Seidl, David (2012): The Dynamics of Standardization: Three Perspectives on Standards in Organization Studies, Organization Studies, Vol. 33, No. 5-6, s. 613-632.

Lund-Thomsen, Peter; Nadvi, Khalid, Chan, Anit; 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.


---

**Performance Indicators 2011-2012:**

- **Number of peer-reviewed research articles**: 60
MISTRA Future Fashion

Sustainable Fashion Across Technology and Business Research

In March 2011, together with a number of consortia, 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-sectoral 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:

Assoc Prof Esben Rahbek Pedersen is project leader of Project 1: Changing markets. This project is about the transition of the fashion industry into a more sustainable one, and seeks to understand and explain how fashion companies change their business models. The project team includes: SP Technical Research Institute of Sweden, Chalmers University of Technology, Copenhagen Business School, College of Crafts, Arts and Design (Kunstakademiet, Innovationshus, Malmö University, Stockholm School of Economics, Sverres IVF, and the University of the Arts London.

Assoc Prof Wencke Gwozdz is project leader of 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 project team includes: SP Technical Research Institute of Sweden, Chalmers University of Technology, Copenhagen Business School, College of Crafts, Arts and Design (Kunstakademiet, Innovationshus, Malmö University, Stockholm School of Economics, Sverres IVF, and the University of the Arts London.

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.

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, behavioral, lifestyle, and ethical aspects in all participating countries. Professor Lucia Reisch was chairing the Working Area “Consumer Science” within the consortium. She has authored and co-authored (with Associate Prof 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 and Wencke Gwozdz wg.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.

The project covered three main research 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) has been developed, and has become a major knowledge brokerage tool in the field of sustainable food consumption in Europe.

Contact: Associate Professor and cbsCSR Director Esben Rahbek Pedersen (erp.ikl@cbs.dk), Associate Professor Wencke Gwozdz (wg.ikl@cbs.dk) and Professor Lucia Reisch (lr.ikl@cbs.dk).
Social, and environmental factors that drive us understand the biological, behavioural, and their eating habits. I.Family on Europe’s young people, their lifestyle insights into the most important influences (FP7) project I.Family will provide further children in the IDEFICS study, the EC-funded Building on data gained from over 10,000 predispositions. Processed foods, drinks and snacks are readily challenged by modern independent lifestyles. The answer to the changing eating habits of people in Western Europe can be found in several factors. Family time and influence are several factors. Family time and influence are investigated. The regarded age group of (tweens) is particularly susceptible pre-teens (tweens) 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.

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 (tweens) 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 and Associate Professor Wencke Gwozdz wg.ikl@cbs.dk

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 Council, 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
Books published

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

**Jappesen, Sami (2012):** Corporate Social Responsibility and Competitiveness for SMEs in Developing Countries: South Africa and Vietnam, Agence Francaise de Development.

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

**Sohr, Anne Louise Thors; Reissmann, Mette; Rosenstock, Allan (2012):** Helt Enhver Virksomhed har side om CSR. Loungesider, 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 explains 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 commit to improve 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.


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 cultura crisis of corporations, and the 2008 financial breakdown and economic recession. What became evident was the different dimensions, challenges, and strategies that created a local and regional level that businesses faced in the aftermath of the crisis, and how the one-size-fits-all solution will do it.

**Valentin, 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 presents an overview of theory and conceptual developments in the field. Among other topics it discusses the political-ideological critique that CSR has been subject to, and explores tensions between what companies say and do in the realm of social responsibility.

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 realize 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 Eheba Rabbek Pedersen eheba@ cbs.dk

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

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 opportu- nities 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 interdisciplinarity and transversal nature of corporate sustainability.

Contact: Assistant Professor Robert Strand rs.ikl@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, govern- ment and non-governmental organisations in order to explore this question.

Contact: Assistant Professor Robert Strand 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 Soren Jeppesen, Associate Professor Steen Vallentin, 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
Current PhD Projects

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 could influence 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.

Anja Thiele (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 organizations 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 organizational 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 organizational integrity and success.

Amirud 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 organizations that initiate social value based on earned income strategies. In this context, Amirud’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 Haavas (KEA, H&M, Kors and Bestseller)
The aim of Kirsti’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.

Maja Rosenstock (COOP)
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.

Dorte Boesby Dahl
In her PhD research, Dorte explores how design strategies might affect sustainability in the fashion industry, and the role of design researchers as facilitators of bespoke design strategies for sustainable textile and fashion design.

Frederik Larsen
His 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 CSR as empirical field, she focuses specifically on domestic support, including employee identification, opinions and involvement in relation to the implementation of CSR.

Dorte Boesby Dahl
Her PhD project explores how design strategies might affect sustainability in the fashion industry, and the role of design researchers as facilitators of bespoke design strategies for sustainable textile and fashion design.

Completed PhD Projects

Carina Christine Østergaard (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 sensemaking. 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 sensemaking process, in relation to CSR.

Janni Thuesgaard Pedersen
In her PhD research, Janni explores how individual organizational actors mobilize 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.

Amirud 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 organizations that initiate social value based on earned income strategies. In this context, Amirud'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 Haavas
Her PhD project explores how design strategies might affect sustainability in the fashion industry, and the role of design researchers as facilitators of bespoke design strategies for sustainable textile and fashion design.

Completed PhD Projects

Carina Christine Østergaard (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 sensemaking. 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 PhD project explores how design strategies might affect sustainability in the fashion industry, and the role of design researchers as facilitators of bespoke design strategies for sustainable textile and fashion design.
**Affiliated PhD Projects**

**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 showed 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; 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, in 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 articulated coherently.

**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**
Sameer Aziz’s 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.

**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, in 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 articulated coherently.
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
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 Luca Reich from cbsCSR, Suzanne Steonen, 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 at A.P. Moller – Maersk, and 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. The focus 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 Bruun-Jørgensen (BSR-The Business of a better World), Catarina Midby, trendcoordinator at H&M, and Esben Rahbek Gjerdrum Pedersen, Director of cbsCSR.
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 and understanding of sustainable partnerships. 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.

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 tweets 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.

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 inter-disciplinary 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.

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 tweets 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.

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 inter-disciplinary 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.

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 tweets 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.

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 inter-disciplinary 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.

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 tweets 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.
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.

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 Heidelberg-Schloss 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.

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.

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 measures. 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.

In this process. Usually, they are referred to as social entrepreneurs—resourceful individuals working to create social innovation. Secondly, they look 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.

The 2nd 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 keynote speaker. Among other keynote speakers were Professor Moura Quayle from University of British Columbia, Canada and also Visiting Professor at CBS, 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 as 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 Cooperative 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.

The 2nd 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 keynote speaker. Among other keynote speakers were Professor Moura Quayle from University of British Columbia, Canada and also Visiting Professor at CBS, 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 as 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 Cooperative 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.

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.

2nd Nordic symposium on CSR

The 2nd 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 keynote speaker. Among other keynote speakers were Professor Moura Quayle from University of British Columbia, Canada and also Visiting Professor at CBS, 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 as 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 Cooperative 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.

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.

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.
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 CBS CSR. 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 CBS CSR 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. On, 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 on the field of CSR with international reach. On that I congratulate CBS and CBS CSR. But – with leadership comes an obligation. And what I would like to see, and hope to bring to CBS CSR, 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.
Selected editorial work:

- Mads Øvlisen, Adjunct Professor at CBS for more than five years, received the CSR Hauer Award at the CSR Awards 2011. The Hauer Award is given to Mads Øvlisen as Denmark’s most sustainable business leader, politician, or decision maker.

- Mette Moring was chosen as an Outstanding Reviewer at the Emerald Literati Network Awards for Excellence 2011. Mette Moring was selected for her impressive and significant contribution made as a reviewer for Corporate Governance throughout 2010.

- Mette Moring was nominated for the “CSR Professional Award” in 2011 by CSR Forum at the CSR Award show.

- Luisa Reisch was appointed to the German National Academy of Science and Engineering. The academy honours 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 Fellows’ 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:


- Mette Moring: Chair Meyers’ Melting Pot Foundation; The LEGO Foundation; Appointed by the Danish Ministry of Trade and Commerce as member of National Council for Corporate Responsibility; “Rådet for Samfunnsansvar”.

- Andreas Rasche: UN Global Compact LEAD Steering Committee; Award” Selection Committee; Chair AOM SIM “Short Book Award” Selection Committee; Executive Board, European Business Ethics Network, UK Division.


- Steen Vallentin: Board of Dar&Wach.

Awards

- Mads Øvlisen, Adjunct Professor at CBS for more than five years, received the CSR Hauer Award at the CSR Awards 2011. The Hauer Award is given to Mads Øvlisen as Denmark’s most sustainable business leader, politician, or decision maker.

- Mette Moring was chosen as an Outstanding Reviewer at the Emerald Literati Network Awards for Excellence 2011. Mette Moring was selected for her impressive and significant contribution made as a reviewer for Corporate Governance throughout 2010.

- Mette Moring was nominated for the “CSR Professional Award” in 2011 by CSR Forum at the CSR Award show.

- Lucas Reisch was appointed to the German National Academy of Science and Engineering. The academy honours 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 Fellows’ Award & Emerging Scholar.

- Steen Vallentin was nominated for the “CSR Professional Award” in 2012 by CSR Forum at the CSR Award show.

Selected publications:


- Pedersen, Esben Rabbek (2011): All Animals Are Equal, But... Management perceptions of stakeholder relationships and societal responsibilities in multinational corporations.


Selected conference papers:


Selected media coverage:

- Contributions to the President's page for the Danish one billion adventure in Africa Danish companies can look forward to dangling adventures in Mozambique, which, in the past three years, has grown to be one of the biggest players in the energy sector... How do you make the transition from a top management team to a CSR team? This is a question that Danish companies have gradually lost patience with the government's efforts to this area.

- Why Stakeholder Engagement will not be flourishing Adventures in Mozambique, which, in the past three years, has grown to be one of the biggest players in the energy sector... How do you make the transition from a top management team to a CSR team? This is a question that Danish companies have gradually lost patience with the government's efforts to this area.

- The role of food commercials in buying behaviour: Investigating the trend towards novelty and complex buying in Austria, Denmark and Germany. Competitive paper at the IAREP - International Association for Research in Economic Psychology, Wroclaw, Poland.

- Reisch, Lucia; Gwozdz, Wencke; Barba, Gianina; Crespo, Ana; De Lourdes, R.; Nathans, Karsten; Keane & Pep짓, Iris (2012): The role of consumers' knowledge of children's food and weight on food preferences and consumption. Proceedings of the International Association for Research in Economic Psychology (IAREP), Wroclaw, pp. 258-259, Poland.
Editor page

Centre for Corporate Social Responsibility (cbsCSR)
Copenhagen Business School

Editors:
- Esben Rahbek Gjerdrum Pedersen
- Elise Lind Jacobsen
- Christian Bendsen
- Christopher Toyberg-Frandzen
- Line Pedini Rasmussen
- Vivian Pedersen