

HISTORICAL OF EVENTS & RESEARCH TOPICS From CSM: 2005 – 2011

CSM/SAI Platform Sustainability Master Class Embedding sustainable agriculture strategies in companies

June 6 & 7, 2011
May 3 & 4, 2011
October 18 & 19, 2010

Why should you be concerned and active in addressing sustainable agriculture challenges?

Workshop challenge “Cynics and believers”

Dr Aileen Ionescu-Somers, Director IMD-CSM

Building the business case for sustainable agriculture

Workshop challenge “Building a crop-specific business case”

Transforming markets: An outside-in perspective

Knowledge brokering session with:

Dr. Jason Clay, Senior Vice-President of Market Transformation, WWF-US

Sabrina Vigilante, Director, Sustainable Value Chains for the Americas & Asia Pacific, Rainforest Alliance

Helen van Hoeven, Director Market Transformation, WWF-The Netherlands

Embedding sustainable agriculture in sourcing and marketing strategies

Case study “Unilever sustainable tea: Leapfrogging to mainstream”

Dr Aileen Ionescu-Somers, Director IMD-CSM

Breaking down organizational hurdles

Workshop Challenge “Identifying your organizational hurdles”

Leading change in the organization

Sustainability-Pro simulation exercise

Moving to sustainable financial models? – Taking stock

April 11 & 12, 2011

A CSM Roundtable

Financial frameworks: A reality check

The “state of the art” in the finance environment: An overview
Arturo Bris, IMD Professor of Finance

Industry leadership and retrieving trust

Responsible leadership: So what’s new in the industry?
Dr. Aileen Ionescu-Somers, Director IMD-CSM

Risk management and responsible investment

Embedding responsibility into investment decision-making: Is risk being turned into opportunity?
Didier Cossin, IMD Professor of Finance & Governance

Case Study – Feeling the heat of uncertainty

Aileen Ionescu-Somers, Director, IMD-CSM

A bird’s eye view from public actors and civil society

UNEP-FI and WWF take stock of the current situation
Aileen Ionescu-Somers, Director, IMD-CSM
Paul Clements-Hunt, Head of UNEP’s Finance Initiative
Mark Eckstein, Managing Director, International Finance, WWF-US

Human Resources: Turning sustainability into competitive advantage

January 24 & 25, 2011

A CSM Roundtable

Rolling out the Creating Shared Value Vision and Strategy at Nestlé: The Role of HR

Ed Marsh, Head, Talent & Organizational Development, Nestlé; Nicolas Lorne, Head of Nestlé CARE Program;
Tim Wolfe, Corporate Communications, Nestlé; Marina Badlishah, Head, Corporate Communications, Nestlé
Malaysia; Duncan Pollard, Sustainability Advisor, Nestlé

“Walking talk and talking walk”

Current trends for embedding sustainability in HR strategies
Donald MacRae, VP HR, Nokia Mobile Phones;
Susanne Karsch, Regional HR Manager, Elopak

Engaging Employees in Sustainability: Leadership, Incentives and Reward/Recognition systems

Learning from WBCSD’s “People Matter” project
Katherine Madden, Manager Capacity Building, WBCSD
Peter Everaert, Managing Director Premier Client Partnerships, Korn Ferry
Wayne K. Beel, Head Human Resources, Holcim Group Support
Carin ten Hage, Director Planet Me, TNT

HR power brokers: The challenge of getting attention

No core power in the organization? Get things done anyway!

Communicating sustainability strategies: A double-edged sword?

September 30 & October 1, 2010

A CSM Open Forum

The global trends market place: Implications for communications strategies related to sustainability issues

Dr. Aileen Ionescu-Somers, Director, IMD-CSM

Corporate purpose: Launch of the results of a collaborative research project between IMD-CSM & Burson-Marsteller

Your company's corporate purpose: Capitalizing on communicating it effectively

John Weeks, IMD Professor of Leadership and Organizational Behaviour

Walking the talk or talking the walk? Handling sustainability challenges with credibility

Eric Gerritsen, Chairman Corporate Communications Practice, Burson-Marsteller EMEA

Björn Edlund, formerly Executive Vice President of Communications at Royal Dutch Shell & Senior Advisor at Burson-Marsteller

Managing discontinuous change

Albrecht Enders, IMD Professor of Strategy & Innovation

Avoiding the crisis: Stakeholder mapping processes and other ways to avoid hitting brick walls

Michael Yaziji, IMD Professor of Strategy

"Round Robin": Sharing corporate experiences in communications challenges related to sustainability

Aileen Ionescu-Somers, Director, IMD-CSM

Integrating Sustainability to Marketing and Sales: Challenges and Enablers for Success

April 15 & 16, 2010

A CSM Roundtable

Linking sustainability to the brand/Getting marketing and sales managers on board: Issues and challenges

Dr. Aileen Ionescu-Somers, Co-Director, CSM

Transforming markets: An outside-in perspective

Dr. Lucia A. Reisch, Copenhagen Business School and expert in intercultural consumer behaviour, consumption theory and consumer policy

Defining the value proposition

(Facilitated group work)

Transforming markets: An outside-in perspective

Dr. Jason Clay, Senior Vice-President of Market Transformation, WWF-US

Best practices in sustainable supply chains: Setting an agenda

December 1 & 2, 2009

A CSM Roundtable

Challenges of sustainable supply chains: Key questions

Dr. Aileen Ionescu-Somers, Deputy Director, CSM

Identifying current issues and challenges around making supply chains sustainable

(Facilitated group work)

Environmental challenges: NGO workshop with WWF

Duncan Pollard, Director Policy & Strategy, WWF

Helen van Hoeven, Leader of WWF's Market Transformation Initiative

Company agendas: Companies share with each other company-specific challenges in sustainable supply chain management and how they dealt with them

Professor Corey Billington, Director CSM & Aileen Ionescu-Somers

Sustainability Strategy: Keeping on track during a crisis

September 17 & 18, 2009

A CSM Open Forum

IMD's global trends gallery: Explore the relevance of global trends for corporate sustainability management

Professor Corey Billington, Director, CSM

Understanding the crisis: A climate of uncertainty

Professor Arturo Bris, IMD Professor of Finance

Corporate workshop: Empowering organizations to innovate under uncertainty

Professor Stuart Read & Philippe Margery, IMD Research Associate

How are you handling your sustainability strategy in the crisis? How to get things done

Dr. Aileen Ionescu-Somers, Deputy Director CSM

Smart big moves in sustainability management: Secrets of successful strategic shifts

Professor Paul Strebel, Sandoz Family Foundation Professor, IMD

The IMD climate change strategy building tool: Helping companies to get things done

Aileen Ionescu-Somers

Climate Change: Is the giant step forthcoming?

April 29 & 30, 2009

Setting the context on the climate change conundrum: Relevant research findings from CSM

Aileen Ionescu-Somers, Deputy Director, CSM

Value orientation in companies: Empirical research on espoused values

Professor John Weeks, IMD Faculty

Case Study – Feeling the heat: Allianz and WWF pushing an industry towards climate change action

Aileen Ionescu-Somers

Perfecting, approving and reengineering CSM processes in organizations; towards the giant step

Professor Corey Billington, Director CSM

Case Studies – Chasing the Zeitgeist: Making change at the heart of an amorphous organization & Activist inside: Making responsible procurement happen

Prof. Corey Billington

Panel discussion: Climate change and regulation; How do companies position themselves best?

*Academia: Professor Michael Yaziji, IMD Faculty & Professor Jean-Philippe Bonardi, University of Lausanne
Corporate: Fredrik Franke, Sustainability Manager, PricewaterhouseCoopers
NGO: Thomas Vellacott, WWF Switzerland*

Resource Crisis: Is Corporate Sustainability The Answer?

October 6 & 7, 2008

Reflections from CSM Research

Aileen Ionescu-Somers, Deputy Director, CSM

Case Study – The WWF Climate Savers Strategy: In search of a ‘giant step’

Prof. Ulrich Steger

Duncan Pollard, Director, Conservation Practice & Policy, WWF International

Resource Crunch: A closer look at corporate challenges in supply chain sustainability

Herbert Brecheis, Vice President, Supply Chain Management, ABB

The incremental picture: Managerial perceptions of the impact of environment management/reporting systems (CSM research)

Tania Braga, CSM Research Associate

The great food/fuel debate and its implications for corporate sustainability strategies

Peter Erik Ywema, General Manager, Sustainable Agriculture Initiative (SAI) platform

Jeffrey Glanz, Global Market Intelligence Director, Unilever Raw Materials AG

Armand Klein, Director, DuPont Applied Bio-Sciences, Du Pont de Nemours

States of play with sustainability players: Financial services and NGOs

April 7 & 8, 2008

Financial services and corporate sustainability: Current views of the evolution within the industry

Thomas Scheiwiller, Partner, PriceWaterhouseCoopers, Switzerland

CSM research on financial services: Report from the stakeholder trenches

Fabian Baptist, CSM Researcher and PhD candidate (Technische Universität, Berlin)

ASSET4: A diagnostic tool and its implications for financial markets

Henrik Steffensen, VP Marketing & Business Development, ASSET4, Switzerland

Case Study - Weathering the storm of investor risk at RWE: WWF's Assessment

Prof Ulrich Steger

Spotlight on CSM research: Perceived impacts of corporate sustainability partnerships

Aileen Ionescu-Somers, Deputy Director, CSM

On hindsight: A perspective on corporate sustainability management

Peter Hughes, ex-Director Environment, Health, Safety & Security, Philip Morris International Management

The Future of Corporate Sustainability

November 22 & 23, 2007

Looking into the Crystal Ball: Observations Founded on IMD Research

Ulrich Steger, Director, CSM

The CSM Research Agenda for 2008/2009

Aileen Ionescu-Somers, Deputy Director, CSM

Case study – “DuPont Biofuels: Building a Licence to Operate for a New Technology”

Prof Ulrich Steger

Sustainability Challenges for the Sugar/Ethanol Industry in Brazil

Rafael Saavedra, IMD/FBDS Researcher & MBA student, The Coppead Graduate School of Business, Brazil

The Future of Sustainability: Interview the Experts:

Corporate NGO

Christian Kornevall, WBCSD, Switzerland formerly ABB & WWF

NGO

Jean-Paul Paddack, WWF International, Switzerland

Industry

Mark Wade, formerly Shell, Netherlands/UK

Are sustainability partnerships effective?

October 1 & 2, 2007

Partnerships in Sustainable Food: Early Research Conclusions

Aileen Ionescu-Somers, Deputy Director, CSM

Jan-Kees Vis, Director, Sustainable Agriculture, Unilever

George Jaksch, Senior Director, Corporate Responsibility & Public Affairs, Chiquita International

Patrick F. Installé, Managing Director, Efico Anterp

Karsten Ranitzsch, Head of Green Coffee, Nestlé Nespresso

Partnerships in Public Health: Early Research Conclusions

Stephanie Mansourian, Researcher, CSM

Béangère Magarinos, Senior Manager, Global Alliance for Improved Nutrition

Oliver Eckelmann, Group Controller, F. Hoffmann-LaRoche

Evan Lee, Senior Medical Officer, Foundation for Innovative New Diagnostics

Lee Wells, Head of Access to Medicines Policy, Novartis

Partnerships in Climate Change: Early Research Conclusions

Oliver Salzmann, Research Associate, CSM,

Martin Hiller, Climate Change Campaign, WWF International

Jim Walker, Chief Operating Officer, The Climate Group

Paul Dickinson, Chief Executive, Carbon Disclosure Project

Partnerships in Human Rights: Early Research Conclusions

Stephanie Mansourian, Researcher, CSM

John Morrison, Director, Business & Human Rights Associates

John O'Reilly, Business Group, Amnesty International, UK

Learning on Partnerships: Wrap up with our Experts

Ulrich Steger, Director, CSM

Case study – “TECHAM INC: Managing Partnerships and Climate Protection”

Prof Ulrich Steger

Planning a New Research Agenda for CSM – 2008/2009

Ulrich Steger, Director, CSM

Aileen Ionescu-Somers, Deputy Director, CSM

Solving Mega-Issues Through Partnerships; Are We Gaining Ground?

April 16&17, 2007

Panel Discussion on Climate Change: New Directions and Implications for Companies?

Björn Edlund, Vice President, Communications, Shell The Netherlands

Gaël Léopold, WWF Representative on One Planet Living, Francophone Europe

Oliver Salzmann, Research Associate, CSM

Jan-Kees Vis, Director Sustainable Agriculture, Unilever, and member of the Biofuels Team, Sustainable Food Laboratory

Research in 2006 – “Gold Nuggets” from CSM Projects:

The Business Case for Sustainability; Industry in Brazil

Ulrich Steger, Director, CSM

“Inside the Mind of Stakeholders”

Oliver Salzmann, Research Associate, CSM

Research in 2007 – CSM’s new research project – Sustainability Partnerships

Aileen Ionescu-Somers, Deputy Director, CSM

Case study – “The WWF GFTN (Global Forests & Trade Network): Aligning Strategy with the Business Environment”

Prof Ulrich Steger and Duncan Pollard, Director, Forests for Life Campaign, WWF International

New Business Models and Markets Through Partnerships

Prof Ulrich Steger

Case study – “Hindustan Lever: Leaping a Millennium”

Prof Ulrich Steger

Perceived Impacts of Corporate Sustainability Partnerships: Learning Workshops

Learning workshops and feedback sessions with:

Ulrich Steger, Director, CSM

Aileen Ionescu-Somers, Deputy Director, CSM

Oliver Salzmann, Research Associate, CSM

Facing Mega Issues: Companies in the Spotlight on Water, Poverty and Global Health

November 9&10, 2006

Results of Recent Research on Early Awareness System for Sustainability Issues

Alexander Nick, CSM Researcher & PhD Candidate

An Impending World Water Crisis? An Overview of the Global Water Situation

Jurg Gerber, Chief Operating Officer and Head of the WBCSD Water and Sustainable Development Project

The World Water Situation; A view from WWF

Jamie Pittock, Director, Global Freshwater program, WWF International

Derk Kuipers, Deputy Director, Global Freshwater Program, WWF International

Current Corporate Action on the Water Issue Panel Discussion with Corporate Representatives and WWF

Jan Kees-Vis, Director, Sustainable Agriculture, Unilever, NL

Hans Jöhr, Corporate Head of Agriculture, Nestlé, Switzerland

Juan Gonzalez-Valero, Senior Manager, Sustainability, Syngenta, Switzerland

‘Access to Medicine’: A preliminary overview of result for CSM’s collaborative research project in India

Wolfgang Amman, Faculty, Henley Management College, UK, formerly Research Fellow at IMD

Case Study – “A school Feeding Program in Nigeria: Tetra Pak’s Business and Development Goal (A)”

IMD Research in Partnership with the World Bank Institute (WBI) and the Global Alliance for Improved Nutrition (GAIN)

Mega-challenges: Business Dilemmas of Obesity; the learning for Nestlé

Gayle Crozier-Willi, Food Issues Manager, Nestlé, Switzerland

Human Rights and Business: A New Agenda ?

October 2&3, 2006

A current NGO perspective on business related human rights dilemmas

John O’Reilly, Business Group Advisor, Amnesty International

Business dilemmas related to human rights issues: Business case and stakeholder issues from CSM research

Ulrich Steger, CSM Director

Case Study – “Revenue Flow and Human Rights: A Paradox for Shell Nigeria”

BLIHR – The Business Leaders Initiative on Human Rights

John Morrison, Director, TwentyFifty

Björn Edlund, Vice President Communications, Shell

Solutions for Key Human Rights Challenges – Inputs from experts

A Legal Perspective

Sune Skadegaard Thorsen, Attorney at Law, CSR – Business and Human Rights

A Cross-Industry Perspective

Brigitte Monsou Tantawy, Director, Focus Area Business Role, World Business Council for Sustainable Development

Successes and Challenges of Multi-Stakeholder Dialogues and Public-Private Partnerships: Key Lessons for Companies?

April 10&11, 2006

Multi-Stakeholder Dialogues and Private-Public Partnerships (PPPs) – What is there to know for companies?
Ulrich Steger, CSM Director

IUCN's approach to PPPs: a case study on Sachalin
Mohammad Rafiq, IUCN

The European Multi-Stakeholder Forum (EMSF) – The Challenge of Finding a Common Understanding of CSR
Richard Howitt, European Parliament
Jan Noterdaeme, CSR Europe
Dick Oosting, Amnesty International

The New ISO 26000 Guidelines – Building Consensus among Multiple Stakeholders
Minu Hemmati, SD2 Partners – Stakeholder Dynamics for Sustainable Development

Eco-Management and Audit-Scheme (EMAS) – Dealing with multiple stakeholders
Michael Schemmer, Bombardier Transportation GmbH

Case Study – “Transforming the Global Fishing Industry: The Marine Stewardship Council at Full Sail?”
Prof. Ulrich Steger

Micro-Insurance in Indonesia and India through PPPs
Michael Anthony, Allianz Group

Great expectations; Corporate value chains – How far up, how far down?

November 21&22, 2005

Stakeholders: Great expectations ... and managing them
BASF, Lothar Meinzer, Director Sustainability Centre
Nespresso, Hans-Joachim Richter, Director Corporate Communications
RWE, Marita Hilgenstock, Corporate Responsibility Manager

“The voice of the stakeholder”: bottom-lines and burning issues from our stakeholder research
IMD/CSM Researchers

Conclusions of cross-stakeholder benchmarking
Ulrich Steger, CSM Director

Results of the CSM survey on stakeholders
Oliver Salzmann, CSM Research Associate

Case Study – Supplier Relationships and Sustainable Development: The Challenge at Lafarge
Prof. Ulrich Steger and Dina Ait-Younes, Sustainable Development Project Manager, Group Purchasing Department, Lafarge

Case Study – Product Stewardship in the ICT Industry: the Use of Coltan in Mobile Phones
Prof. Ulrich Steger

An interactive case with Shell: How much further should we go?
Ingrid de Bonth, Supply Chain, Shell

Focusing the 2006/2007 CSM research cycle on relevant outputs for companies
Prof. Ulrich Steger&Aileen Ionescu-Somers, CSM Program Manager

Ten years of CSM; a look back, a look forward

October 3&4, 2005

The three pillars of sustainability – looking back, looking forward

Chris Hails, Deputy Director General, WWF International;

Chris Marsden, Chair of the Business Group of Amnesty International, Amnesty International;

Lisa Dreier, Associate Director of Policy and Governance, World Economic Forum

CSM – Lessons learnt and work ahead

Prof. Ulrich Steger

Case Study – Sustainable Agribusiness investment; Syngenta's challenge

Prof. Ulrich Steger, Aileen Ionescu-Somers and Michael Stopford, Head of Global Public Affairs & Government Relations, Syngenta

New research themes for CSM – the input of managers

Oliver Salzmann, Research Associate

Inside the minds of stakeholders - CSM's current research project

Prof. Ulrich Steger, Aileen Ionescu-Somers, Oliver Salzmann, Fabian Baptist, Alexander Nick, Jens Prinzhorn, Simon Tywuschik

Quantification or Business Logic of Sustainability Benefits - Is that the Question?

April 25&26, 2005

CSM Research: Managerial perception of quantification of sustainability benefits – survey results and analysis

Oliver Salzmann, CSM Research Associate

Case Study - ABB's carbon neutral conundrum

Prof. Ulrich Steger & Christian Kornevall, Head of Sustainability Affairs, ABB, Switzerland

Shell's journey: the business logic of sustainability

John Holt, Sustainable Development/HSE Manager Gas & Power, Shell International, The Netherlands

Hard numbers with soft concepts

Susan Morgan, Sustainability Manager, BT Group, Great Britain

Quantification of risks and opportunities

Steffen Bassler, Financial Services Group, Arthur D. Little, Switzerland

The risky business of sustainability benefit quantification

Peter Hughes, Director, Environment, Health, Safety & Security, Philip Morris, Switzerland and

Albrecht Schmidt, Director, Agriculture and Environmental Strategies, Altria Corporate Services, Inc. (Kraft Foods R&D)