



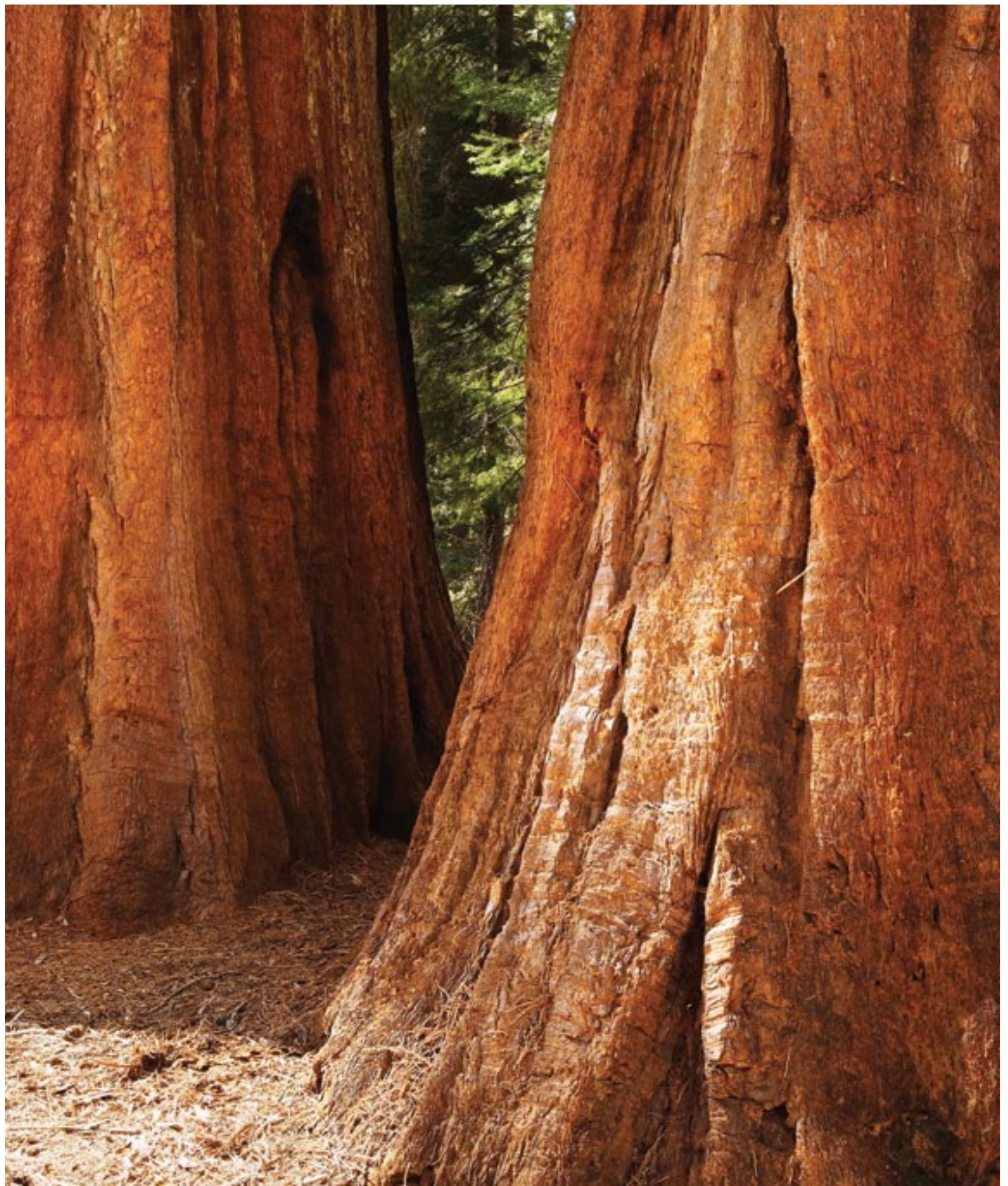
**ON THE COVER** One of nature's finest examples of sustainable design, the *Echinacea*, a drought-adaptive flowering plant. Notable for its hardiness and ability to survive and thrive under the harshest conditions, varieties of *Echinacea* are used as herbal medicines.

“The strategist who is unconcerned by sustainability is akin to an architect who cares not whether the building stands or falls.”

James Mackenzie  
NHS Sustainable Development Unit (2010)



Ivey's Centre for Building Sustainable Value provides students, business and the community with the tools and knowledge to manage business sustainability.



As one of the top schools in the world for sustainability research, teaching and practice – Ivey’s Centre for Building Sustainable Value has become a major force for positive change in the six years since its inception.

## MESSAGE FROM THE DIRECTOR

“Ultimately sustainability is about breaking down the silos of business interests versus public interests and creating new business models that encompass both.”

Dr. Tima Bansal, Professor and Director of the Cross-Enterprise Centre for Building Sustainable Value



Six years ago, Ivey established the Centre for Building Sustainable Value (BSV) as one of four critical cross-enterprise research thrusts for the Ivey Business School. We view sustainability as a business imperative that will define the 21st century. The failure to accommodate public interests through their private actions poses real risks to corporations; it can lead to the loss of customer markets, limit access to financial capital and disrupt the supply of goods and services. Corporations must accommodate the needs of society in pursuit of private wealth in order to be viable.

The opportunities afforded by accommodating public interests can build resilience and long-term wealth for businesses and communities. Corporations that strive to satisfy both their private interests and public interests attract the best people, keep the best people, attract less expensive and more stable capital, and innovate new and more enduring products.

The Ivey Centre for Building Sustainable Value focuses on the overlapping space between private and public interests. Our cross-enterprise approach to research on sustainability uniquely positions Ivey as a bridge that links seemingly opposing forces to create powerful new knowledge. We bring to bear the power of a large group of talented, experienced researchers and teachers, collaborating across disciplines, perspectives and sectors to discover, innovate and communicate.

This is how change happens.

## THE CENTRE'S MEMBERS STRIVE TO MEET TWO OBJECTIVES

- 1 Research organizational issues that simultaneously build private and public value across the enterprise;
- 2 Educate students and managers in the corporate, non-profit and government sectors to understand the intersection of the private and public sectors.

Only in accomplishing both goals can we hope to meet the challenges of today's – and more importantly – tomorrow's world.

## MESSAGE FROM THE DEAN

“Today’s seasoned business leaders face the fallout from a perfect storm: climate change, economic and political instability, growing social inequalities and increasingly larger gaps between the wealthiest and poorest of nations. These are real threats to both current and future generations. The need for strong, effective business leadership is critical.”

Carol Stephenson, O.C., Dean, Richard Ivey School of Business



This year, HBA1 student Dan Berry came up with the slogan: “Building a Sustainable Future - One Leader at a Time.” It could well be the motto for the School as a whole. The key to change that is lasting is the compounding effect of many – often small – incremental shifts in the way we do things.

Ten years ago, sustainability was a specialized area within Ivey and barely a handful of faculty members were actively conducting research. Today our Building Sustainable Value Research Centre is one of the four key pillars of research at Ivey. In fact, through our research, teaching and support of sustainability initiatives, Ivey is well on its way to becoming a global sustainability leader. More than one-third of Ivey’s faculty are researching and/or teaching sustainability. We have become a guiding light in shaping the discourse in this field.

I am very proud of our faculty, students and staff. As this report attests, our leadership is real. It is about action with impact. We are not only leading the discourse on sustainability but actively initiating change by building bridges between business, government and academia. Together, we are learning, discovering and implementing innovative new ways to steer through the storm to a new future.

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KNOWLEDGE LEADERSHIP





**MILESTONE: IVEY  
RAISES OVER \$1.5M  
IN GRANTS FOR  
SUSTAINABILITY-  
RELATED RESEARCH.**

“People have a strong tendency to think that what has happened will continue to happen. I call it myopic because people only look at very short term trends.”

Alessandro Previtero  
Assistant Professor, Finance  
Globe and Mail, Sept. 28



## Grant Funding

**SSHRC Grants:** Six research grants were awarded to 10 Faculty members and PhD students for sustainability-related research. Grant holders included: Tima Bansal, Gerard Seijts, Adam Fremeth, Guy Holburn, Allison Johnson, June Cotte, Rob Klassen, Stephan Vachon and T.E. Schneider. The awards totalled **\$380,013**.

**Other Government Grants:** A total of \$1,276,960 of grant money was generated in addition to SSHRC standard research grants by the following Ivey scholars: Oana Branzei, David Sparling, Daina Mazutis, Mary Crossan, Tima Bansal, Adam Fremeth, Gerard Seijts, and Greg Zaric.

## Visiting Scholars

The Centre defrays the costs of visiting scholars, depending on the length of the stay and their contribution to the BSV community. In 2010/11, Ivey hosted the following visitors. Their hosts are noted in brackets.

- Ambra Galeazzo (Rob Klassen) is a visiting scholar from the University of Padova, Italy, who joined us from August 2010 to April 2011. She was researching the competitive advantage gained by firms through the implementation of social and environmental practices through supply chain linkages.
- Natalia Oritz (Tima Bansal) was a visiting scholar from Granada, Spain, who joined us from October to November, 2010. She returns to Ivey as a postdoctoral fellow from July 2011 to July 2012.

## Interdisciplinary Luncheon

In October 2010, the Centre hosted an interdisciplinary luncheon “Treading Water: An Interdisciplinary Exploration of Water Management Issues,” moderated by University of Western Ontario President, Amit Chakma.

Five of UWO’s top researchers were invited to talk about their research. The event attracted 100 attendees across Western’s campus.

### *Speakers:*

- Brian Branfireun (Biology, Earth Science, Geography)
- Charlie Trick (Biology, Microbiology, Immunology)
- Clare Robinson (Civil and Environmental Engineering)
- Katrina Moser (Geography)
- Guy Holburn (Ivey)



## RESEARCH PUBLICATIONS

Interdisciplinary lunch, October 2010

From July 2010 to May 2011, the Centre published the following research publications related to sustainability:

- Published Refereed Articles: 14
- Published Non-Refereed Articles: 4
- Published Book Chapters: 4
- Published Research/Technical Reports: 7

# KNOWLEDGE LEADERSHIP

## Faculty Researchers

The following researchers have undertaken research that is relevant to the Centre:

Bansal, Tima	Business Sustainability, Corporate Social Responsibility, Time and Space in Organizations
Begen, Mehmet	Scheduling, Operations Management and Economic Evaluation in Healthcare
Bendle, Neil	Social Marketing, Business' Role in Society
Branzei, Oana	Social Innovation, Social Enterprise, Sustainability, Sustainable Development, International Business
Compeau, Joe	Technology and Society, Green Technologies
Conklin, David	Global Environment of Business, Free Trade and Competitiveness, Managing Sustainable Development, Public Policy
Cotte, June	Social and Ethical Issues in Consumption
Crossan, Mary	Organizational Learning, Strategy, Improvisation and Management Practice, Leadership
Cunningham, Dianne	Public Policy, Government Regulation, Energy, Agriculture, Transportation, Water Issues
Fremeth, Adam	Electricity, Renewable Power, Organizations and the Natural Environment, Business-Government Relations, Public-Private Partnerships
Frost, Ann	Changing Union-Management Relations, New Forms of Work Organization
Goode, Miranda	Consumption Emotions, Consumer Information Processing & Persuasion, Psychology of Money
Higgins, Chris	Telecommuting
Holburn, Guy	Renewable Energy, Stakeholder Management, Regulation
Hurst, Charlice	Gender and Interpersonal Relationships in the Workplace, Stereotyping, Low-wage Work and Work-Life Issues
Imai, Lynn	Cross-Cultural and Intercultural Conflict, Negotiation
Johnson, Allison	Consumer Relationships, Emotional Appraisal, Corporate Social Responsibility



Kachra, Ariff	Ethics
Klassen, Robert	Environmental Management, Green Supply Chain, Social Responsibility in the Supply Chain, Technology Development
Konrad, Alison	Gender and Diversity in Organizations, Inclusivity Initiatives, Affirmative Action/ Employment Equity Programs, Work/Life Balance Initiatives, Accommodating Workers with Disabilities
Maurer, Cara	Organizational Diversity, Social Movements
Mitchell, Rob	Value Creation in Emerging Markets
Odegaard, Fredrik	Empirical/Data Driven Research, Statistical Analysis Applied to Environmental Management
Pirouz, Dante M.	Social Marketing, Addictive Consumption, Advertising, Global Business
Richter, Brian	Non-Market Strategy, Corporate Political Activity, Political Economy, Globalization, Financial Regulation, Corporate Social Responsibility
Seijts, Gerard	Leadership Crisis
Sider, Michael	Intercultural and Stakeholder Communication
Southam, Colette	Executive Compensation, Financial Economics, Carbon Valuation
Sparling, David	Agri-Food Policy, Innovation and Commercialization, Value Chains and Traceability, Bioeconomy
Thomson, Matt	Marketing Relationships, Corporate Social Responsibility
Vachon, Stephan	Supply Chain Management, Environmental Management and Energy Management
Valente, Mike	Corporate Social Responsibility, Sustainability, Inclusive Business Models, Social Enterprise, Complexity Theory, Food Systems
Zaric, Greg	Resource Allocation in Healthcare, Healthcare Systems and Operations Modeling

# KNOWLEDGE LEADERSHIP

## REFEREED ARTICLES ON SUSTAINABILITY

### Forthcoming

Fremeth, A.R., Richter, B.K., 2011, "Staying Ahead of and Profiting from Environmental Regulatory Uncertainty: Integrated Strategies for Competitive Advantage", *California Management Review*, forthcoming.

Gavronski, I., Klassen, R.D., Vachon, S., Nascimento, L.F.M., 2011, "A Resource-Based View of Environmental Supply Chain Management", *Transportation Research Part E - Logistics and Transportation Review*, forthcoming.

Judge, T.A., Livingston, B.A., Hurst, C., 2011, "Do Nice Guys — and Gals — Really Finish Last? The Joint Effects of Sex and Agreeableness on Income", *Journal of Personality and Social Psychology*, forthcoming.

King, E.B., Botsford, W., Hebl, M.R., Kazama, S., Dawson, J.F., Perkins, A., 2011, "Benevolent Sexism At Work: Gender Differences In The Distribution Of Challenging Developmental Experiences", *Journal of Management*, 37(4), forthcoming.

Wang, T., Bansal, P., 2011, "Social Responsibility in New Ventures: Profiting from a Long-Term Orientation", *Strategic Management Journal*, forthcoming.

Maurer, C.C., Bansal, P., Crossan, M.M., 2011, "Creating Economic Value Through Social Values: Introducing A Culturally Informed Resource-Based View", *Organization Science*, March/April, 22 (2): 432-448.

### 2011

Lasry, A., Carter, M., Zaric, G.S., 2011, "Allocating Funds for HIV/AIDS: A Descriptive Study of KwaDukuza, South Africa", *Health Policy and Planning*, January, 26 (1): 33-42.

Yang, Y., Konrad, A.M., 2011, "Understanding Diversity Management Practices: Implications of Institutional Theory and Resource Based Theory", *Group & Organization Management*, February, 36 (1): 6-38.

Parmigiani, A., Klassen, R.D., Russo, M.V., 2011, "Efficiency Meets Accountability: Performance Implications of Supply Chain Configuration, Control, and Capabilities", *Journal of Operations Management*, March, 29 (6): 212-223.

Yang, Y., Konrad, A.M., 2011, "Understanding Diversity Management Practices: Implications of Institutional Theory and Resource Based Theory", *Group & Organization Management*, February, 36(1): 6 - 38.

### 2010

Moore, M.E., Konrad, A.M., 2010, "A Reflection of the Contributions of 'Women in Sport Management: Advancing the Representation through HRM Structures'", *Gender in Management: An International Journal*, Spring, 25 (2): 104-118.

Awaysheh, A., Klassen, R.D., 2010, "Supply Chain Structure and Its Impact on Supplier Socially Responsible Practices", *International Journal of Production and Operations Management*, 30 (12): 1246-1268.



Goerzen, A., Sapp, S., Delios, A., 2010, "Investor Response to Environmental Risk in Foreign Direct Investment", *Management International Review*, December, 50 (6): 683-708.

Le Ber, M., Branzei, O., 2010, "Towards a Critical Theory of Value Creation in Cross-Sector Partnerships", *Organization*, September, 17 (5): 599-629.

Lyons, S., Duxbury, L.E., Higgins, C.A., 2010, "Work Values: Development of a New Three-Dimensional Structure Based on Confirmatory Smallest Space Analysis Work Values", *Journal of Organizational Behavior*, October, 31 (7): 969-1002.

Purdy, N., Laschinger, H., Finegan, J., Kerr, M., Olivera, F., 2010, "Effects of Work Environments on Nurse and Patient Outcomes", *Journal of Nursing Management*, November, 18 (8): 901-913.

Valente, M., 2010, "Demystifying the Struggles of Private Sector Paradigmatic Change: Business as an Agent in a Complex Adaptive System", *Business and Society*, September, 49 (3): 439-476.

Holburn, G.L.F., Lui, K., Morand, C., 2010, "Policy Risk and Private Investment in Ontario's Wind Power Sector", *Canadian Public Policy*, December, 36 (4): 465-486.

Huang, H., Thind, A., Dreyer, J.F., Zaric, G.S., 2010, "The Impact of ED Admission Delays on Inpatient Outcomes", *BMC Emergency Medicine*, July, 10 (16): 1-6.

Moore, M.E., Konrad, A.M., Hunt, J.G., 2010, "Creating a Vision Boosts the Impact of Top Management Support on the Employment of Managers with Disabilities: The Case of Sport Organizations in the USA", *Equality, Diversity and Inclusion: An International Journal*, July/August, 29 (6): 609-626.

# KNOWLEDGE LEADERSHIP

## CASES (2010 – 2011)

### 2011

Sustainable Development: A Manager's Handbook 08/12/2011 *D Conklin, R Hodgson, E Watson*

Whirlpool Corporation: Reversing Logistics 08/08/2011 *David Wood, Ken Mark*

KKBOX.COM 08/03/2011 *Darren Meister, Soe-Tsyr Yuan*

Triumph 08/02/2011 *Stewart Thornhill, Cooper Langford*

Health Insurance To The Base Of The Pyramid 07/27/2011 *Suresh B.P., S.R. Asokan*

Pop Shoppe 07/26/2011 *Matthew Thomson, Kendra Hart*

Sustainability In The Arab World: The Aramex Way 07/25/2011 *Dima Jamali, Cedric Dawkins*

Tata Swach: Pure Water For The Indian Household 07/22/2011 *Charles Dhanaraj, Prasad Vemuri, Monidipa Mukherjee, Vijay Parikh, Chitra Duvedi*

Southside Restaurant's Low Carbon Wine List 06/28/2011 *Michael Valente*

Orascom Telecom: Risks Of Internationalization 06/22/2011 *Dina Zaki, Marina Apaydin, Farah Zahran*

Hebei Dawu Group: Building The First Family Business Constitution In China 06/22/2011 *Yuping Du*

Suncor's Political Role In Fort McMurray 06/13/2011 *Michael Valente*

Pepsico's Turning Point: Establishing A Role In A Sustainable Society 06/28/2011 *Michael Valente*

Partnership For Lebanon And Cisco Systems: Promoting Development In A Post-War Context 06/21/2011 *Dima Jamali*

Social Entrepreneurship And Sustainable Farming In Indonesia 06/08/2011 *Ilan Alon, Eve Misati HQ*

Sustainable Maritime Industries Inc. 05/10/2011 *George Athanassakos, Kamil Janczyk, Grzegorz Zebrowski*

From Kyoto To Copenhagen To Cancun To Rangoon: Successes And Failures In International Climate Negotiations 04/08/2011 *David W. Conklin, Danielle Cadieux*

Future Group - Branding Private Labels 03/30/2011 *Niraj Dawar, Ramasastry Chandrasekhar*

Envy Rides Incorporated 02/04/2011 *Elizabeth M.A. Grasby, Greg Smith*

Pepsi-BASIX Partnership 01/27/2011 *Gita Bajaj, Neelu Bhullar*

Danimal In South Africa: Management Innovation At The Bottom Of The Pyramid 01/21/2011 *Verity Hawarden, Helena Barnard*



## 2010

VEJA: Sneakers With A Conscience  
11/26/2010 *Oana Branzei, Kim Poldner*

Renewable Energy Co. 11/26/2010  
*Oana Branzei, Stewart Thornhill, Adam Reeds*

Sampoorn Foods And Feeds Limited  
11/24/2010 *Kumar Rakesh Ranjan*

Y U Ranch: Strategy And Sustainability  
In Cattle Ranching 11/01/2010 *Pratima Bansal, Pam Laughland, Brent Mcknight*

Barrick Gold Corporation - Tanzania  
10/20/2010 *Aloysius Newenham-Kahindi, Paul W. Beamish*

Taino Construction Supplies: Managing  
Innovation Risks At An SME In A Small,  
Developing Nation 10/13/2010 *Carmen Rios Figueroa, Julia Sagebien*

Dr. M. L. Dhawale Trust Hospital -  
Towards Sustainability 09/09/2010  
*Gayathri Sivaraman, Vasant Sivaraman*

Leadership And The First And Last  
Mile Of Sustainability 09/01/2010  
*Christopher Marquis, Bobbi Thomason*

Sandra Konrad (French Version)  
08/19/2010 *Jeffrey Gandz,  
Elizabeth Spracklin*

Canada Basketball 08/19/2010  
*Matthew Thomson, Tarak Saha*

David Villa's Personal Financial Plan  
08/19/2010 *Chuck Grace*

COLLABORATION





**MILESTONE:  
THE NETWORK  
FOR BUSINESS  
SUSTAINABILITY  
REACHES 2,200  
MEMBERS.**

# COLLABORATION

## Network for Business Sustainability

The Network for Business Sustainability (NBS) enables leadership through collaboration between business and sustainability researchers. 2010/11 was focused on extending the Centre's reach to industry and its impact on business practice.

- **Staff and Membership:** Four new staff joined the NBS, as membership continues to grow to approximately 2,200. Another 800 follow us on Twitter. For more information, visit the NBS website: [www.nbs.net](http://www.nbs.net)
- **Knowledge Database:** The NBS knowledge database contains various types of knowledge, focusing on the Canadian Business Sustainability Priorities:

**Systematic Reviews.** *The NBS funded two \$25,000 systematic reviews on the topics of sustainable decision-making and outcome-based environmental policies. Eight systematic reviews have already been completed.*

**Research Insights.** *Over 100 one-page executive summaries of academic research have been produced.*

**Primers:** *Five primers in business sustainability have been produced.*

- **Leadership Council:** The Leadership Council, which identifies the NBS research priorities, is comprised of 18 of Canada's leading corporations, NGOs, and governments. Tim Hortons, Home Depot and LoyaltyOne are its newest members. The Council was led through a decision making process by Tima Bansal in Toronto in September 2010, to identify the research priorities in sustainability.
- **Advisory Board:** Our Advisory Board has 14 representatives drawn from academia and practice from across Canada, including Carol Stephenson. They met in Toronto on April 19, 2011, to provide input to the NBS strategy.
- **External Pick-Up:** The NBS is increasingly being covered in the media, including: The Guardian, Financial Post, Globe and Mail, GreenBiz, and a host of other outlets. Our knowledge was presented at The Conference Board, UN Environment Programme's Finance Initiative, Ethical Sourcing Forum New York, AACSB, Council of Ontario Universities, Green Employers 2011, as well as by invitation to executives at Suncor Energy, Teck, and Walmart.



Oana Branzei, Celia Cruz and Jillian Rodak  
Photo by Al Desrochers, SNAP London

### Social Innovation Forum

In 2010, the BSV Centre and Ivey Connects collaborated on a half-day forum that drew on the local community to inform both Ivey students and leaders of non-profits how to manage a non-profit.

In March 2011, the Social Innovation @ Ivey forum focused on social enterprise incubation and acceleration. The forum, hosted annually by Professor Oana Branzei, featured a rotating keynote address, six parallel 'labs' led by social entrepreneurs and co-facilitated by academics and practitioners for a rich interaction, plus a panel discussion. Over 90 people registered for the Forum. Guest speakers included:

- Paul Paolatto, Executive Director, WORLDdiscoveries
- David LePage, Program Manager, Enterprising non-profits
- Celia Cruz, Director, Ashoka Canada
- Tal Dehtiar, Founder, Oliberte – This is Africa
- Bryan Gilvesy, YU Ranch
- Sara Steers, External Director, Let's Talk Science
- Jessica Lax, Founder, The Otesha Project & CISED Social Entrepreneur in Residence
- Lee Berger, Founder, North Toronto Baseball Camp
- Shawn McKnight, Founder, Sarnia Artwalk
- Michelle Baldwin, Executive Director, Pillar Nonprofit Network
- Stephen Couchman, Advisor, Global Entrepreneurship Week Canada
- Ann Jamieson, Program Manager, Toronto Enterprise Fund
- Carol-Ann Smith, Manager, Social Entrepreneurship, SIG@MaRS

# COLLABORATION



Photo by Al Desrochers, SNAP London

## SOCIAL ENTERPRISE FOR SUSTAINABLE COMMUNITIES

### Social enterprise project receives green light from the province.

A new three-year project by the Richard Ivey School of Business and several community partners to support social enterprise is moving forward thanks to a \$454,000 grant from the Ontario government.

The project, Social Enterprise for Sustainable Communities, is part of a three-year program funded by the Ontario Trillium Foundation that will provide support, such as education sessions, business planning, mentoring and micro-loans, to social enterprises in London, Sarnia and Ottawa and pave the way for a province-wide strategy for stimulating social enterprises.

It was launched in March 2011 with a round-table discussion at Ivey. This discussion assembled representatives and guests from the local community, including London's Mayor Joe Fontana, Pillar Nonprofit Network, United Way of London & Middlesex, Causeway Work Centre in Ottawa and the Sarnia Community Roundtable.

Oana Branzei, Associate Professor of Strategy, and post-doctoral fellow Marlene J. Le Ber, are actively involved in designing, providing and evaluating customized support systems for social enterprises in each of the participating communities.

"I am particularly proud that Ivey is a founding partner in this impressive project. Giving back to the communities in which we operate is one of our core values and is embedded in our mission statement," said Ivey Dean, Carol Stephenson. "Whether in the classroom or out in the world, Ivey people are committed to be a driving force in sustainable social initiatives that improve the lives of everyone in the communities in which we operate."

## Commercialization of Sustainability-Related Research

In a new initiative, the Centre is collaborating with UWO's Sarnia-Lambton Research Park to identify New Venture Projects for the MBA Program. These projects are intended to assess the commercial viability of specific bio-based sustainable technologies, which will not only help to foster sustainability, but contribute to Ontario's competitiveness.

Ivey Professor Ron Close and the Research Park's Aung Oo identified two projects for 2010/11. One project involves more sustainable, bio-based packaging; the other involves bio-based lubricants. This collaboration was showcased in *Trends Magazine*.

## CSR Report and Bulletins

This year's briefs were co-authored by Brent McKnight, Michael Wood, Tima Bansal, and Chethan Srikant. The topics included:

- Getting to Know your Food: The Search for Clarity in our Food Supply Chains
- Rolling out the Green Carpet: Sustainability in the Media Industry
- Dreaming of a Green Christmas? Sustainability and the Retail Industry
- Sustainability Trends in the Construction and Real Estate Industries

### Getting to Know your Food: The Search for Clarity in our Food Supply Chains

Knowing what is in the food we eat is important. The recent E. coli outbreak in Germany demonstrates that this knowledge is a vital component of ensuring food safety for the public and profitability for businesses. However, a study from the Richard Ivey School of Business highlights how knowing what is in the foods we eat is increasingly difficult and argues that supply chain complexity and a lack of transparency in policy and products may be partially to blame.

"Getting to Know Your Food: Opacity in Our Food Supply Chains" analyzes firms within the food, beverage and tobacco industries to understand if health related issues can be attributed to the opacity of the supply chain.

"Food and beverage firms have an opportunity to lead," Srikant said, "such as by staking out clear positions on important issues such as genetically modified foods and sourcing of fair-trade cocoa supplies." The brief highlights how food and beverage firms could be taking a more proactive role engaging in and leading industry initiatives to fight these chronic food issues.

### Rolling out the Green Carpet: Sustainability in the Media Industry

During the current awards season when the music and movie industries are honouring their own, researchers investigating sustainability issues at the Richard Ivey School of Business caution that the media industry still has work to do.

In the ratings of good and green, firms in the media industry are split on the issue of climate change which is paralyzing forward progress and some firms have been slow to adopt guidelines pertaining to philanthropy, political contributions, editorials and advertising.

"Rolling out the Green Carpet: Sustainability in the Media Industry" analyzes the environmental, social and governance performance of the movie industry, publishing, broadcasting, and advertising firms.

### Dreaming of a Green Christmas? Sustainability and the Retail Industry

As retailers aim to top the \$34.5 billion that Canadians spent last December, some are stocking sustainability related products, but they're still slow to adopt social and environmental supply chain standards, says a new report, "Dreaming of a Green Christmas: Sustainability and the Retail Sector," from the Richard Ivey School of Business.

Shoppers may be finding LED Christmas lights, organic clothing and fair trade chocolate, but a closer look shows that retailers have been slow to stock sustainability related products. Part of this could be due to the fact

that selling products that make sustainability claims attracts attention and often demands accountability from the retailer, the researchers said.

Of the firms sampled, only one-third have broadly scoped social supply chain standards, with only 11% possessing strong standards, including the adoption of accepted International Labour Organization conventions.

### Sustainability Trends in the Construction and Real Estate Industries

Future construction projects resulting from recent disasters provide the opportunity to incorporate sustainable building practices, says a new report from the Richard Ivey School of Business. It provides recommendations to help firms within the real estate and construction industries to improve their environmental practices while making the new infrastructure more resilient to future disasters.

The earthquake in Haiti; wildfires in Russia and British Columbia; flooding in Pakistan: all have been disasters that led to billions of dollars in damage, dislocation and hardship for tens of millions of people across the globe. These events have also created opportunity for improvement. Firms can learn from past mistakes, update design and construction practices, and implement new principles of sustainability into rebuilding that will help populations become more resilient in future crises.

STUDENTS





**MILESTONE:  
SUSTAINABILITY IS  
NOW A CORE PART  
OF IVEY'S HBA,  
MBA, AND EMBA  
PROGRAMS.**

# STUDENTS

IVEY NEW VENTURE PROJECT  
Ivey's MBA student, Paul von Martels is working on a new venture project called "Gourmet Weeds," which involves licensing European hydroponic technology to produce leafy green vegetables and herbs.



## Ivey Connects

Ivey Connects is a student-run group that is represented in both the HBA and MBA programs. Its mission is to connect Ivey with its community and embed sustainability and responsibility in the Ivey curriculum. Ivey Connects has a number of programs that include:

- **Community Consulting Projects** – in partnership with Accenture, HBA students team up and provide pro bono consulting services for local non-profit organizations over a 10 week period;
- **Junior Achievement Volunteering** – HBA2 students delivered the Junior Achievement Economics for Success program in 11 schools. Many of the students plan on continuing with Junior Achievement after graduation.
- **Ivey and Canadian Blood Services** – Ivey continued its ongoing commitment to Canadian Blood Services as a Partner for Life, organizing and partaking in two blood drives targeted at Ivey and the wider Western community. The first event was such a success that extra beds and extended hours were added for the second event.
- **Summer Internships** – with the co-operation and sponsorship of London Life, HBA students engaged in summer internships at local non-profit organizations. This year, four students were selected for this program from an applicant pool of 40. Eleven non-profits applied to host Ivey students;
- **Pro Bono Ivey Non-Profit Support Services (PINSS)** – For the second year in a row, HBA students together with students from the Law School team up to provide free consulting and legal services to local non-profit organizations. Two clients were helped this past year.
- **Community IMPACT Challenge** – Each HBA1 section (about 70 students in each section) teamed up with a local non-profit organization. They provided time, treasure, and talent. This year's charities included:
  - Section 1: Junior Achievement*
  - Section 2: Make a Wish*
  - Section 3: Street Connection*
  - Section 4: Habitat for Humanity*
  - Section 5: Epilepsy Support Centre*
  - Section 6: Canadian Paraplegic Assoc.*
  - Section 7: Future Possibilities for Kids*
- **Orientation Week Ivey Connects Day** – second year students led Ivey students in a 500 person game of Capture the Flag to raise awareness (and funds for the winner) for their IMPACT charities. Executive Directors of the IMPACT charities came to speak to each section and rally the teams.



“Ivey Connects helped shape the type of leader I have become. It opened my eyes to the value of giving back to the community.”

Tanya Moryoussef, HBA2012

Ivey Connects is a student-led organization that inspires students to contribute to the societies in which they operate, and provides opportunities to think about sustainable development from a business perspective.



## PhD Sustainability Academy

Ivey hosts an Academy for PhD students from around the world every Fall. Co-sponsored with ARCS, the Network for Business Sustainability, and oikos, the event includes paper development workshops, seminars, guest speakers, fireside chats, and local trips.

The theme of the 2010 PhD Sustainability Academy, held in November under the leadership of Oana Branzei with support from Marlene Le Ber, was “Markets and Movements”. The Academy welcomed 15 highly qualified students from as far away as Copenhagen, Spain, France, and England, and from elite schools, such as Harvard, Wharton and NYU. It further solidified Ivey’s growing reputation in sustainability. The six guest faculty members that participated in the event were:

- Jay Barney, Ohio State
- Glen Dowell, Cornell
- Andy King, Tuck
- Tom Lawrence, Simon Fraser
- Wes Sine, Cornell
- Klaus Weber, Northwestern

“The PhD Sustainability Academy was an incredible experience consisting of intensive workshops on our research-in-progress issues with outstanding faculty working hard to push us forward on our research topics, interaction with practitioners working on sustainability issues, field trips and case writing discussions. This type of setting allowed us to build a support network with remarkable peers from all over the world.”

Lára Jóhannsdóttir, PhD Candidate  
University of Iceland



Dr. Tima Bansal (centre) and members of the MBA Sustainability Initiatives Club

## **NEW MBA SUSTAINABILITY CLUB MAKING A DIFFERENCE**

A new MBA Sustainability Club was founded in 2010 to educate Ivey students on career opportunities in the sustainability field. The club also spearheaded an electronics and battery recycling program at Ivey and a new annual campaign, Ecological Footprint Reduction Challenge, to encourage people to make small lifestyle adjustments to reduce their ecological footprints.

# STUDENTS

## London Non-Profits Benefit from Ivey Volunteer Consultants

London-area non-profit organizations received a wealth of free planning and research from the undergraduate students of the Richard Ivey School of Business in Fall 2010 through the Community Consulting Project.

The Community Consulting Project is a program that matches Ivey HBA student teams with local non-profit organizations to undertake pro-bono work developing business plans and other planning initiatives.

The projects are completed over a six-week period with teams presenting their findings and reports that outline specific recommendations addressing business issues. Throughout the project, student teams are guided in their research, analysis, and presentation by consultants from Accenture. Accenture management consultants, many of whom graduated from the Ivey Business School, volunteered their time to act as advisors for the student teams and to give back to both their school and their local community in an innovative way.

Projects provided a wide variety of practical real-world opportunities for student teams to apply their education. From developing a social media strategy, to formulating an organization's mandate, the Ivey students tackled many core issues that affect charitable organizations today. The specific plans created will provide an immediate and positive impact within the London area. Other projects included a review of programming and service delivery models, building marketing and rebranding plans, and developing a cause-related marketing strategy.

"Through the project, I have learned that business knowledge can be used to effect positive change in my community," said Nicholas Kuchtaruk, student consultant to London Employment Help Centre. "Having the opportunity to apply what is taught in the classroom to help local not-for-profits has been an incredibly rewarding experience."

"We are excited about the Brain Tumour Awareness Month marketing strategy recommended by the Ivey team. The team's creativity and expertise has brought value to the next steps of this project, which will help us to reach the 55,000 Canadians affected by a brain tumour."

*Megan Winkler  
Marketing and Communications Specialist  
Brain Tumour Foundation of Canada*



### Ivey Students Reduce the Ivey Community's Environmental Footprint

Ivey students led an eco-footprint challenge in February/March 2011. The goal was to measure and reduce Ivey's environmental footprint over that month.

The eco-footprint challenge attracted 135 participants, resulting in 2,477 commitments, of which 1,120 were new commitments. These commitments are targeted to achieve the following results over the next year:

Water Conservation	21 million Litres
Waste Reduction	93 tonnes
GHG Reduction	1,088 tonnes

That's equivalent to:

- 10 Olympic swimming pools
- 5 large garbage trucks
- 3.8 million km driving a sedan

“We have become really good at reacting to system shocks like the global financial crisis. But we need to get really good at being proactive and creating change before the crisis.”

James Larsen, MBA '11, Co-Chair  
*“Steering Into the Storm Conference”*  
 President, Ivey Sustainability Initiatives Club

The Ivey Sustainability Initiatives Club is student-led, but involves all members of the Ivey community including students, faculty, staff, and alumni. The initiatives are supported and funded by the Centre for Building Sustainable Value.

# STUDENTS

## Adrienne Clarkson Shares Visions of Sustainability at 'Steering Into the Storm' Conference

Former Governor General Adrienne Clarkson cares deeply about sustainability and climate change, and acts on those values.

The keynote speaker for Ivey's "Steering into the Storm" Sustainability Conference, Clarkson told the 200 attendees she leads by example by minimizing her environmental footprint. For three months of the year, Clarkson goes completely off the grid at her cottage in Georgian Bay, which draws energy from solar panels, has no hot water, and has a composting outhouse.

"I like the feeling that for almost three months of the year... we are not leaving much of a carbon footprint," she said.

During her term as Governor General, Clarkson witnessed some of the effects of climate change firsthand. While travelling in the north, she saw the alarming rate at which the glaciers are melting and stresses that protecting Canada's natural resources is a critical piece of the sustainability puzzle.

Conference speakers, in addition to Clarkson, included:

- Nick Parker, co-founder of Cleantech Group
- Ron Dembo, founder and CEO of Zero Footprint
- Mark Jacobson, Professor, Stanford University

Clarkson also said governments need to be innovative in implementing policies that enforce commitments to sustainability.

"A government's challenge is to make a viable way for people having a joint mission to say, 'This is our project. This is what we want to do. This is how we want to do it'," she said. "Government has got to understand that people will be better motivated...if they see there are goals and values."



"I think sustainability is about consciousness – about what we're doing with every step we use to go forward in our lives."

*Former Governor General Adrienne Clarkson*



All photos: MBAs digging to keep London green on Corporate Social Responsibility (CSR) Day.



### Ivey MBA students put learning into action

Ivey MBA students showed off their green thumbs by planting 300 trees in south London to help make the Forest City a little greener.

As part of their Corporate Social Responsibility Day, Ivey's MBAs helped ReForest London, a non-profit organization that plants and cares for trees throughout London. Their contribution was part of ReForest London's 10,000 Trees for the Dingman project. Students planted 300 trees at ReForest London's Murray Marr planting site to kick off the project.

ReForest London has a long relationship with Ivey. For the past five years, Ivey students have helped ReForest London with a similar project which involved planting 10,000 trees along Medway Creek.

Niels Billou, Assistant Professor of Innovation at Ivey, who led the students on the tree-planting project, says it is a great way for students to make a visible difference.

"It brings Ivey's mission statement to life. They get a chance to get out of the classroom and put their learning into action," he said.

Ivey MBA student Avninder Buttar, 2011-12 president of the Ivey MBA Sustainability Club, said the students have started to talk about Corporate Social Responsibility in the classroom so the hands-on project was a great complement. Buttar said the club has just started planning additional events for the year that will showcase how business can be connected with sustainability.

### WESTERN NAMED AMONG 'GREEN' UNIVERSITIES

The University of Western Ontario was highlighted by the Princeton Review in the second annual edition of its guidebook saluting the most environmentally responsible 'green' colleges and universities. Western was one of only three Canadian universities on the list.





Ivey alumnus, Doug Burgoyne, MBA '02, Founder, Frogbox (right)

### Frogbox founder reveals why his career leaped ahead with launch of ecobusiness

Careers can take unintended changes in direction and, for Doug Burgoyne, founder of Frogbox, switching from investment banker to environmentally-friendly moving solution entrepreneur defied all predictions. Burgoyne shared his personal success story with Ivey MBA students to show that successful businesses can also be sustainable. The presentation was part of the MBA's Corporate Social Responsibility Day.

Burgoyne, MBA '02, is widely recognized for his successful pitch on CBC Television's *Dragons' Den* for his company Frogbox, an eco moving box company, and he shared highlights from that experience. For instance, *Dragons' Den* producers originally asked him to pitch on a special "green business" episode,

but he instead wanted to position his business as an "affordable and convenient" solution to traditional cardboard moving boxes, which just happened to be environmentally friendly. He explained that all businesses will inevitably need to incorporate sustainability into their operations.

"Why is sustainability so important? Because customers are demanding it," he said. "Businesses need to take into account the economies of sustainability. All businesses, whether green or not, need to be profitable to be feasible. It is the new frontier of innovation with lots of room for new opportunities."

Burgoyne also discussed business models, branding efforts, and the other lessons he has learned through his experience with Frogbox that have helped the business to grow so quickly.

"Businesses need to take into account the economies of sustainability. All businesses, whether green or not, need to be profitable to be feasible. It is the new frontier of innovation with lots of room for new opportunities."

Doug Burgoyne  
Founder, Frogbox



Dr. Darren Meister, HBA Program Director with members of the Ivey Connects team.

### Ivey students inspire through action

There's a saying that when life gives you lemons, you should make lemonade.

Ivey's HBA1 students recently put a twist on that premise by selling lemonade when dealt a lemon of a challenge for their final project of the year. Their challenge – issued by Hunter Straker – was to sell as much lemonade as possible in 48 hours.

The 525 participating students had to use their business knowledge and creativity to devise innovative ways to market their product. Some donned costumes to attract attention to their lemonade stands while others even coloured their lemonade to represent the federal parties of the election campaign. Altogether they raised \$31,138 for the London charity through 70 lemonade stands throughout London and Toronto – more than triple the amount predicted. The winning team,

including Nikki Bryk, Cristian Kawa, Tom Ladner, Christine Nicholson, Tyler Press, Hafiz Sorathia, Mehboob Virani and Nik Sereditch, raised \$1,608.89 alone.

"Their creativity, energy and passion took this event in directions I did not expect," said Darren Meister, HBA Program Director.

The project, called "Lemon-Aid," ran April 11-13 and was part of Learning Through Action, a course that provides students with an opportunity to apply what they've learned to the real world.



### LEMON-AID – HBA LEARNING THROUGH ACTION

A culminating event for the HBA Program Learning through Action module in 2011 brought HBA1 students together to compete and test their business and leadership skills to raise funds for the Boys and Girls Club of London by selling lemonade. More than 500 students fanned out across London and the GTA to raise \$31,138 in 48 hours – triple the amount they predicted.

# STUDENTS

“Some companies are trying to be good and struggling to exercise good virtues.”

Ted Malloch  
Yale Professor

## Ted Malloch reveals why “doing good” pays off

Growing up in a poor immigrant family, Isadore Sharp learned about the importance of earning an honest living. That virtue of honesty is ingrained in him and is a factor in his success today. His chain of Four Seasons Hotels & Resorts extends worldwide, partly thanks to the company’s commitment to honesty and good customer service. It’s an example of how doing virtuous business can pay off.

Sharp – the 2006 winner of the Ivey Business Leader award – is one of 14 CEOs featured in the new PBS documentary, *Doing Virtuous Business*, by Yale Professor Ted Malloch. Malloch participated in an Ivey Idea Forum, *The Good Leader*, with executives in Toronto.

“I’m not saying these 14 companies featured are virtuous... I’m just saying certain companies demonstrate certain virtues well,” said Malloch. “Some companies are trying to be good and struggling to exercise good virtues. There are thousands of companies – not just 14 – who are trying to do good.”

## Non-Profit and sustainability courses

Ivey was the first major business school in Canada to incorporate sustainability in its core MBA program in 2002. Although the course has ebbed and flowed in the MBA program, the core content has risen steadily across all other programs.

The following sustainability-related content was offered in Ivey’s programs.

### 2010-2011 (10 Classes are required)

### Faculty

4521 - Social Innovation (1)	O. Branzei
4522 - Managing the Triple Bottom Line (1)	R. Klassen
4523 - Business, Government & Environment (2)	G. Holburn
4538 - Women in Leadership (1)	A. Konrad
4539 - Business Strategy and Sustainability (3)	M. Valente

### 2010-2011 – Electives

### Faculty

4519 - Co-Creating Value in Developing Markets (2)	N. Billou
4529 - Social Enterprise (1)	O. Branzei
4438 - Business Ethics (2)	R. Ascough

- **HBA core:** The Corporations and Society course will expand from 10 sessions to 20 sessions.
- **HBA Learning through Action:** This event concluded HBA1 with a challenge to students to raise funds for Boys and Girls Club of London by selling lemonade. Support was provided by Matthew Diamond (HBA '96), Managing Partner, Hunter Straker. Students raised \$31,138 in 48 hours.
- **MBA core:** Niels Billou led Corporate Social Responsibility day, which involved planting 300 trees, thanks to the support of ReForest London.
- **MBA electives:** Rob Klassen will be launching a new MBA elective in sustainability
- **MSc core:** Tima Bansal taught an elective on sustainability in the new MSc program.
- **EMBA core:** Oana Branzei taught a new course on sustainability in the core EMBA program.
- **UWO:** Mike Valente taught Sustainable Business Practices in the Master of Environment and Sustainability program.



# INVESTORS

We are pleased to recognize and thank the following donors who have given generously to the Ivey Centre for Building Sustainable Value, and the Network for Business Sustainability.

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