

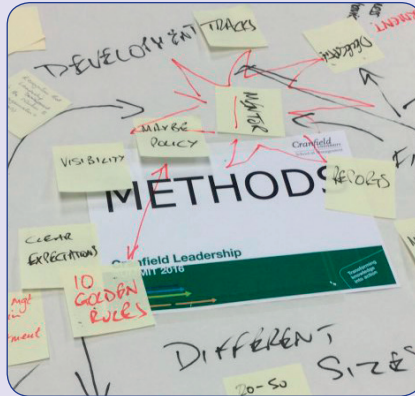
## Great turnout for our leadership summit

CMDC (Cranfield Management Development Centre) was packed with fresh ideas as more than 50 business leaders attended our annual two-day Leadership Summit in April.

The Leadership World Café was particularly popular and interactive. In groups, delegates discussed and scribbled down ideas around key topics which occupy the minds of business leaders such as what constitutes good leadership, how to humanise leadership, and where the gaps lie in business leadership. They later reconvened for a feedback session chaired by Professor Kim Turnbull James, Wendy Shepherd and Dr John Glen.

The notion of parenting at work was especially interesting. While employees kick-starting their career should be challenged to reach their full potential, they should also be well supported when things go wrong. John highlighted that managers have a responsibility to find a balance between giving employees the opportunity to work independently, and not exposing them to risk where they are bound to fail.

Highlights of the second day included Professor Iain Gray's ideas about the role of universities in



stimulating business innovation, and Professor Emma Parry's joint session with GlaxoSmithKline's Kim Lafferty on accelerating talent.

The event on 5-6 April attracted lots of social media attention from delegates, panellists and academics who did not shy away from expressing their thoughts and pictures on Twitter ([#clsummit2016](#)).

## MIRC Insights - This month's highlights



[blogs.som.cranfield.ac.uk/mirc](http://blogs.som.cranfield.ac.uk/mirc)  
Recent posts include:

### Researching global macroeconomics?

As the full-time MBAs hit their global macroeconomics WAC (written analysis of a case) in March, we took the opportunity to remind everyone about our country sources, for both profiles and PESTLE analysis and for sourcing both historical and forecasted economic indicators.

### Researching historical stock prices using CRSP

In the run-up to thesis period, we attempt to demystify one of MIRC's more specialist financial databases! The Center for Research in Security Prices (CRSP) service provides historical daily and monthly stock prices for US companies and indices. With data back to the 1920s, it is one of our most in-depth and detailed sources.

### New improved InCites Journal Citation Reports

Finding journal ranking information has recently become easier with the introduction of the new InCites Journal Citation Reports (JCR). JCR has long been recognised as one of the best sources of impact factor and journal citation information and a recent facelift has made it more user friendly and offers improved features. Our latest post explains all.

### Emerald's Learning Zone for students

Our post highlights the learning resources available from Emerald, one of our specialist journal databases. Find out how to improve your management skills and stay up-to-date with the latest management thinking.

## Elisabeth's UN keynote speech



Professor Elisabeth Kelan delivered a keynote address at a United Nations event which coincided with International Women's Day in March. She outlined findings from her research in a session entitled 'Accelerating gender equality in practice – male middle managers' role'.

The Women's Empowerment Principles, a joint initiative of UN Women and the UN Global Compact, holds an annual conference at the UN Headquarters in New York City. It featured addresses by Ban Ki-moon, the United Nations Secretary-General, as well as the Costa Rican president.

The popular session was followed by a panel discussion, which included Nate Wong (manager of Social Impact, Monitor Deloitte), Adam Quinton (founder and CEO, Lucas Point Ventures), Tanya Odom (Global Diversity and Inclusion consultant and coach) and Kathrina Bryen (Vice President Organisational Capability, Human Resources, Aurizon).

Elisabeth said: "The panellists shared their views on the research and their experiences of how men as middle managers can be encouraged to foster gender equality and we discussed the research findings with the audience. It became apparent that the topic of how men as middle managers can be engaged in gender equality is a pressing issue and many organisations are looking for ways to involve men in the conversation around gender equality."

## Join the sustainable innovation conversation this month

Have you ever wondered if the 'power of many' can really solve global challenges such as sustainability?

Join the conversation for this month's topic, sustainability, on from 10 – 11:30hrs and 14 – 15:30hrs on Wednesday 25 May.

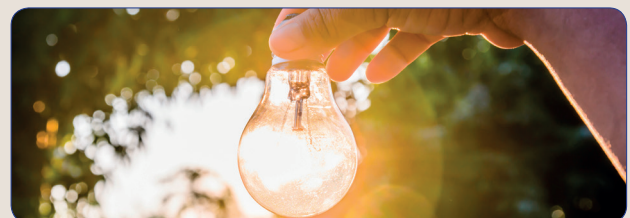
The virtual workshop will pull together ideas for policymakers on how they can best support individuals to innovate for sustainability. You'll have the opportunity to discuss policymaking in six principal areas: education, networks, funding, scaling up, impact and open policymaking.

All of us have the potential to find some of the most innovative ways to live

more sustainability. And that's where we need public policy to help us.

To register, visit

[http://www.globescanforum.com/sustainability\\_innovation\\_exchange/](http://www.globescanforum.com/sustainability_innovation_exchange/)



## Message from the Director...



June will see the launch of the University's new visual identity which will be reflected, among other ways, in a bold new website. I have spent the last year working with colleagues across the School and the University to help ensure that this next chapter in the development of Cranfield's brand has the best possible impact across our markets. Speaking clearly and consistently about the School and University is essential and this project has helped us agree our purpose (creating leaders in technology and management), what we stand for, and what makes us distinctive.

Brand is more than just a logo; it's about the whole experience that customers, learning partners and alumni have with Cranfield. In reasserting our unique strengths through the recent brand project we also commit to raise our ambition, continue to improve our performance, and extend our global reach. In all of these efforts our goal is to engage with our customers, understanding their current and future needs, and to build Cranfield's reputation by delivering – or exceeding – the value they expect from us.

Core to Cranfield's identity and our global presence is our alumni network. No stakeholders are more important to me as Director and to us as a School. Alumni help us understand what we do well and where we need to change; they engage with us in their own journeys of life-long learning and career development; and they serve as first-hand ambassadors for the School and the wider University.

Over the Easter break, I visited Singapore, Australia and China where I connected with many Cranfield alumni. Our Australia and Singapore alumni clubs are vibrant, committed networks of high-achieving professionals, many of whom continue to raise Cranfield's profile by helping us with recruiting, fundraising, and sending colleagues on Cranfield courses (particularly our executive programmes). In China we have more than 1,500 alumni, many working for globally-renowned businesses including Costco, Tetra Pak and China Eastern Airlines, as well as many start-ups.

Cranfield's Shanghai Alumni Committee, established in 2012, is particularly impressive. Over the last four years, the community has grown from just a few individuals to around 350 registered alumni. The Committee organise monthly meet-ups, often featuring industry experts who share their career development insights with other alumni. While in Shanghai, I presented the Committee with the School's Alumni Service Award which recognises exceptional voluntary contributions to the School.

Thank you to all our extended family around the globe – together we are taking Cranfield to the next level of global influence and impact!

**Professor Maury Peiperl**

**Pro-Vice-Chancellor and Director of School**

## Keynote speakers announced for VentureDay 2016

The annual Cranfield VentureDay, the one-day entrepreneurship conference and networking event, is on 22 September. The day brings together entrepreneurs, owner-managers, alumni and thought leaders to exchange best practice and latest thinking.

This year's theme is 'From Growth to Supergrowth' and three keynote speakers for the day are confirmed:

- Jon Thornes MBE (Founder, Cool Milk, and The Cranfield Entrepreneur Alumnus of the Year 2016) *(pictured above right)*
- Jozsef Varadi (Founder & CEO, Wizz Air) *(pictured right)*
- Peter Vesterbacka (Mighty Eagle, Rovio – Angry Birds).

Tickets and special Early Bird rates (a saving of 30%) are now available. Please visit [www.ventureday.co.uk](http://www.ventureday.co.uk) to secure your place.



## Evaluating complexity across the nexus

Professor Liz Varga from the Complex Systems Research Centre has secured funding from the Economic and Social Research Council (ESRC) for Cranfield's role in a new national research hub, CECAN (Centre for the Evaluation of Complexity Across the Nexus).

Based at the University of Surrey, CECAN will be developing new ways to measure the effectiveness of domestic policies on energy, water, environment and food (the 'nexus'), and how they affect wider society. The focus will be to pioneer, test and promote evaluation approaches and methods across the nexus where complexity presents a challenge to policy interventions, and so contribute to more effective policy making.

Liz will lead the project for Cranfield as a co-director of the network, which will bring £305,000 research income to the University, with a new full-time doctoral researcher being recruited.

## Welcome back to prestigious alumnus

The School's Director, Professor Maury Peiperl, welcomed back Cranfield alumnus and Indonesian MP Hon Satya Yudha, who will lead Cranfield's Indonesian alumni team. Also pictured (far right) is Dr Benny Tjahjono, Senior Lecturer in Supply Chain Operations.



## Examining clothing supply chains

Cranfield has started a research project, in collaboration with LCP Consulting and sponsored by GS1 UK, which aims to identify the elements of cost-to-serve in apparel supply chains and to realise the impacts of GS1 standards on reducing this cost.

The supply chains of more than 10 key companies in the clothing sector will be studied and the research results will be tools for measuring the cost-to-serve in clothing networks and for indicating the impacts of GS1 standards on it.

Dr Vahid Mirzabeiki is leading the project and conducting the research with Professor Richard Wilding OBE and Dr Soroosh (Sam) Saghir from the Centre for Logistics and Supply Chain Management. Cranfield has been allocated two-thirds of the £30,000 research budget with the remainder going to LCP Consulting.

## New research support: data repository launch in May

The University has been building up its research data management (RDM) support service.

There is a new Research Data Manager, Georgina Parsons, along with the creation of a suite of intranet pages, the provision of data management plan templates, and now the launch of an institutional data repository for long-term storage of your data outputs.

CORD (Cranfield Online Research Data) is a web-based system for all researchers to deposit research data at the end of projects.

The official launch event is on Tuesday 24 May at 13:15 in the Kings Norton Library, and Information Services' stand will be there from 10:00 to 15:00.

## The Cranfield 50 Network gains momentum

You will have read about the Cranfield 50: A Network of Leading Entrepreneurs, which was born from Cranfield's Bettany Centre for Entrepreneurship, in previous editions of *Forum*. Progress has been swift and we already have 25 alumni signed up to the network.

The Bettany Centre, headed by Dr Shai Vyakarnam *(pictured)*, sees many of its graduates undertake senior positions in large organisations. In line



with the School's upcoming 50th anniversary, we launched The Cranfield 50 Network at the House of Lords in January where a celebratory evening, hosted by Lord Bilimoria, co-founder and chairman of Cobra Beer, brought together high-profile alumni and Cranfield academics.

Members of The Cranfield 50 Network will dedicate one day each year to Cranfield by supporting the University in entrepreneurial activities. For example, they may choose to attend or sponsor an event or conference, partake in a project, or mentor a student.

The Cranfield 50 Network provides alumni with a platform to network and build connections while simultaneously enhancing Cranfield's reputation in the entrepreneurial world.





## Print and Online

*The Economist* – 7 March

**Professor Elisabeth Kelan** explained that boys are being outclassed by girls at both school and university, yet women seem to choose 'unambitious' career paths while men rise through the ranks.

*Project Manager Today* – 10 March

**Dr Elmar Kutsch** and **Dr Neil Turner** wrote an article about how people adopt a mindful approach when faced with an incident that could challenge their performance.

*The Times* – 10 March

**Professor Maury Peiperl** spoke about what causes executive leaders to disengage from talent management. He acknowledged that employees increasingly expect to be rewarded and developed in their roles.

*Business Because* – 15 March

**Mike Bernon** was featured in a piece on the interesting features of big data.

*Business Weekly* – 28 March

**Dr Shai Vyakarnam** explained the importance of the quantum engineering partnership between Cranfield and Bristol.

*Financial Times* – 29 March

The Business Growth Programme (BGP) was mentioned in an article where Cranfield alumnus **Jamie Waller** discussed his experiences working as an enforcement agent and provided an insight to the operations of his current business, JBW.

*Supply Management* – 1 April

**Professor Richard Wilding OBE** discussed how using social media as an alternative to email can enhance productivity in the workplace.

*Logistics and Supply Chain* – 20 April

**Professor Richard Wilding OBE** opened the Logistics and Supply Chain conference which took place on 19-20 April in London.



## Radio

*FedEx Small Business Grant Contest radio recording (reached 30 regional radio stations)* – 18 March

**Professor Joe Nellis** was interviewed by FedEx giving his advice and tips on the first steps of starting a small business.

*BBC Radio Five Live* – 31 March

**Dr Ruth Bender** was interviewed on BBC Radio 5 Live's breakfast show, discussing why the Government could not give state aid to save Tata Steel, and how this might be affected if the UK were to leave the EU.



*BBC Radio Five Live* – 1 April

**Professor Joe Nellis** was interviewed by BBC Radio 5 Live where he commented on the impact of the national living wage.

Details of all media mentions can be found at:  
<http://www.som.cranfield.ac.uk/som/presscuttings>

## Papers, publications, conferences, awards

Doctoral researcher **Giorgio Caselli** presented a paper, co-authored with his supervisor **Dr Catarina Figueira**, entitled 'Monetary policy, financial stability and 'biodiversity' in European banking', at the third PhD workshop organised by the Money, Macro and Finance Research Group, the University of Birmingham, and the Bank of England in Birmingham (18-19 April).

**Dr Tazeeb Rajwani's** paper, 'Perceived legal system voids and wholly owned foreign subsidiary performance in Southeast Asia', has been accepted for the Academy of International Business conference in New Orleans.

**Dr Deirdre Anderson's** co-authored paper, 'Public sector austerity cuts in Britain and the changing discourse of work-life balance', has been accepted for publication in *Work, Employment and Society*.

**Dr Hendrik Reefke's** co-authored paper, 'Key themes and research opportunities in sustainable supply chain management-identification and evaluation', was published in *OMEGA – The International Journal of Management Science*.

**Farooq Habib** is presenting papers at two leading conferences on Operations Management: POMS 2016 in Orlando, USA (6-9 May) and EurOMA 2016 in Trondheim, Norway (18-22 June).

**Professor David Grayson CBE** has an article in the latest edition of *Journal of Corporate Citizenship* about experience of developing and teaching a case 'as it happened' about the BP Gulf of Mexico. He also has an article in the latest edition of *Pacific Affairs* on human rights in Asia. David also spoke on a webinar for Business in the Community's Responsible Business Week on 21 April.

**Dr Jutta Tobias** has had two sessions accepted for the Academy of Management 2016 – 'Innovative approaches to improving organizational decision-making: theory, method, and practice' and 'Mindfulness research methods: Different approaches to understanding mindfulness in the workplace'. She also gave a free public lecture on mindfulness and resilience at Bank of America Merrill Lynch on 20 April, and co-hosted a free public knowledge-sharing event on mindfulness and strategic change readiness in London on 28 April, alongside her research partners from the Institute of Employment Studies.

**Dr Richard Kwiatkowski** provided expert advice for psychologists at the British Psychological Society's first Research Day at Senate House in London. He discussed particularly difficult ethical aspects of psychological investigations in a well-attended 'ethics clinic' that ran all afternoon. Richard was also invited to attend the Chairs Summit for the Division of Occupational Psychology. This group is to be featured in *The Psychologist* and their collective wisdom will guide the Division forward in its strategic plan.

**Professor Richard Wilding OBE** and **Noreen Munnally** attended MODEX2016 (billed as the greatest logistics and supply chain exhibition in the USA with more than 20,000 people on one day alone) where they manned a stand. Richard also delivered a keynote talk on the Education Summit associated with the event and is acting as a judge for the *Grocer Magazine* Gold Awards 2016.

**Professor Susan Vinnicombe CBE** has been invited on to the advisory committee by Sir Philip Hampton and Dame Helen Alexander for the follow-up to The Lord Davies government inquiry, which will focus on the lack of women in the executive pipeline.

**Professor Elisabeth Kelan** recently joined the SAP Diversity and Inclusion Advisory Group.

**Professor Paul Baines** has been made a Fellow of the Market Research Society.



## Faculty are judges for NED awards



Professor Susan Vinnicombe CBE and Dr Ruth Bender were judges at this year's *Sunday Times* Non-Executive Director (NED) Awards at Claridge's in London on 13 April.

Susan is shown with the chairman of the awards, Sir Roger Carr, presenting the best NED of the year award to Dr David Croisdale-Appleby, chairman of Dementia UK, in the Not-for-Profit category.



## Welcome to...

**Lina (Pasqualina) Del Grosso** – Marketing and Communications Assistant  
(pictured)



**Julie Parker** – DBA Marketing Executive  
(pictured)



## Farewell to...

**Genna Tarnowski** – Business Development and Commercial Manager

## Charity fundraising

Thanks for supporting our recent Sports Relief dress down day for an excellent cause, which raised **£62**.

Congratulations to Tracy Nunn (pictured with Dawn Rigby) who took home the giant Easter egg after winning the raffle in aid of Macmillan Cancer Support, which raised **£131**.



## KAM celebrates its 20th anniversary

Congratulations to Emeritus Professor Malcolm McDonald's Key Account Management (KAM) Club, which has celebrated its 20th anniversary. To coincide with this milestone, they hosted a conference in March, bringing together 100 delegates and members from blue chip companies, many of whom had been members since the club was founded.



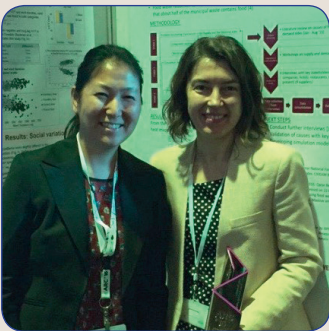
## Colourful Cranfield celebrates Holi

Our full-time MBA cohort celebrated the colourful festival of Holi on 23 March – the same day as the closing of term two exams – and all the serious strategists turned into kids playing with water and colours. The event continued well into the evening with an authentic Indian meal tickling the taste buds of all.



## Qatar Foundation award for Emel

Dr Emel Aktas has won a prestigious award from the Qatar Foundation Annual Research Conference 2016 in Doha (22-23 March). Emel won third prize for 'Food provision to food security: How can we reduce food waste on the supply side?', presented at the awards ceremony at the closing event.



## Congratulations...

Congratulations to three of our MBA students – James Nyamuda, Roman Tretyakov and Diane Chan – who completed the London Marathon on Sunday 24 April in aid of Revitalise. Well done on a fantastic achievement.



# forum

Forum covers news and events from across the School. Contributions from staff and students are welcome. Please email stories, event news, ideas and photographs (with captions or full details) to [forum@cranfield.ac.uk](mailto:forum@cranfield.ac.uk)

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## IEDP webinar gains global leads

CCED ran a webinar for leadership development membership body IEDP, featuring Professor Keith Goffin (pictured), on 'Developing a Culture of Innovation'. This attracted 90 participants from across the world and follow-ups will be undertaken by CCED and Executive Education Services (EES) teams. Following this success, Cranfield will be looking to run webinars on other topics with IEDP in the future.

## Hats off for getting into the Easter spirit



Here's a chance to spot some familiar faces from the School who got into the Easter spirit with an array of eye-catching bonnets.