

## It's a magnetic night for British manufacturing

Siemens Magnet Technology, a world leader in the design and manufacture of magnets for MRI body scanners, were celebrating at this year's Best Factory Awards.

The company (pictured) took the coveted overall Toyota Material Handling Factory of the Year prize at the event hosted by Cranfield in partnership with *Works Management* magazine. Television presenter Steph McGovern from BBC Breakfast hosted the awards ceremony in London which attracted some 250 of the UK's leading manufacturers to celebrate British manufacturing at its best.

In total, there were 10 different winners across the 14 awards, as well as a number of 'highly commended' wins – a sign of the strong, healthy competition within UK manufacturing.

Dr Marek Szejczewski (pictured on stage with Steph), Director of the Best Factory Awards and Professor of Operations Strategy at Cranfield, said: "The best plants have been continuously

improving in terms of delivery, quality, and importantly productivity. The Best Factory Award winners provide the benchmark of manufacturing excellence and we are very proud to acknowledge and celebrate their achievements."



## Sixth of the best in MBA rankings

The School has received great news in recent weeks in rankings by *Forbes* magazine, *Bloomberg Businessweek* and *SCM World*.

Cranfield was ranked the sixth best business school in the world (outside the US) and second in the UK by *Forbes* for our full-time MBA programme. The ranking is based on the return on investment achieved by the class of 2010 after *Forbes* reached out to 17,400 alumni at 95 schools around the globe and compared graduates' earnings in their first five years out of business school.

Dr Steffi Hussels, Director of our full-time MBA programme, said: "It is most pleasing when our programme is placed so highly in an influential ranking such as this. The team behind the MBA at Cranfield work tirelessly to make sure that our programme remains current and impactful but most of all that it enables our students to achieve their goals once they have completed the programme."

*Forbes* added: "One-year programmes were advantageous as they offered the best and quickest return on investment for students. Class of 2010 graduates from the best international one-year business schools had a median income of \$125,500 (£82,000; €12,000), nearly double the median income

enjoyed by those graduating from the most prestigious two-year schools. One-year graduates also had to give up just one year of their salary, meaning less time to pay back the cost of an MBA."

Cranfield has also retained its position as the 13th best international business school, and fourth in the UK, in the 2015 *Bloomberg Businessweek* ranking of full-time MBA programmes. There were 29 international schools ranked this year, with Cranfield having the added honour of being ranked number one for student experience.

The School has also featured highly in a list by *SCM World*, the leading global community of senior supply chain professionals, of the best business schools for supply chain talent. Cranfield was sixth in the world, and number one outside of the US, after *SCM World* polled more than 700 supply chain professionals who selected their top three universities (out of 191) for supply chain talent.



## John's in charge of CCED

Dr John Glen is the new Director of the Centre for Customised Executive Development (CCED).

John, who is a Senior Lecturer in Economics, took up his new position on 1 October. He has been Director of the Cranfield Executive MBA (2002-04) and Full-time MBA (2004-07) programmes among many other roles.



John said: "CCED has developed a world-class reputation for delivering executive education which impacts and enhances the performance of our clients. I look forward to growing our business in the UK and internationally and providing innovative solutions to our clients' leadership development needs."

The School's Pro-Vice-Chancellor and Director, Professor Maury Peiperl, said: "John's outstanding record in teaching, programme direction, and the development of client relationships, as well as his high-profile presence in the media, make him well qualified to bring CCED to the next level in its already stellar trajectory."

Maury also thanked the previous CCED Director, Bill Shadden, for his "outstanding contributions over many years as well as his continued advice and counsel".

## Richard will be driving forward the CILT agenda

Professor Richard Wilding OBE is the new Chairman of the Chartered Institute of Logistics and Transport (CILT) in the UK.

Richard has extensive logistics and supply chain experience and will help drive the growth of the Institute's profile as the leading logistics and transport professional body. He has been a member of the Institute since 1992 and a board member since 2011.

Richard said: "It's a great honour to be representing the Institute's 18,000 members. Transport and logistics play a critical role in the UK and global economy and this role will enable the board and I the opportunity to impact and influence the sector from the classroom to the boardroom."



## Green Week 2015

As the annual Cranfield Green Week (9-13 November) is nearly here, please remember to do your bit to reduce waste and promote recycling.



It's good for the environment and makes financial sense, helping us to reduce our carbon footprint and improve campus sustainability.

You can find out more about Green Week and view the full schedule of 'green-themed' events on the University's intranet.

## Message from a Director...



I would like to offer a warm welcome to all of our new students who have joined the School recently. You are now part of the 'Cranfield experience' in which you will become exposed to a diverse and dynamic knowledge community. From the outset, we aim to ensure that your experience here will be of the very highest quality. We have an experienced team to support you, so please, don't hesitate to make full use of them.

The School has been very proactive in managing its graduate portfolio in recent years. This year we welcome our first cohort of 20 students on the MSc in Management and Entrepreneurship. We also welcome the second cohort of students onto our MSc in Investment Management and MSc in Management and Corporate Sustainability, with both programmes now firmly established.

Across the other programmes, the demand is such that we are running two streams on MSc in Finance and Management, MSc in Logistics and Supply Chain Management and MSc in Management (with its variants). Although the MBA market continues to be difficult, we are pleased with this year's cohort of outstanding students from 16 countries.

I would also like to take this opportunity to thank all of the programme directors and the admissions, marketing and administration teams for their excellent work throughout the year. Also a big thank you to the faculty for their ongoing commitment in delivering and developing our graduate programmes, so that 'transforming knowledge into action' is not just an empty statement but a reality.

Finally, allow me to paraphrase WB Yates – 'a Cranfield education is not the filling of a pail but the lighting of a fire'. May what we kindle in you burn brightly for years to come.

**Melvyn Peters**

**Director of Education**

## David and Helena are jolly good Fellows

Professor David Grayson CBE, Director of the Doughty Centre for Corporate Responsibility, and Helena Morrissey CBE, a member of the School's Advisory Board, have been named



Honorary Fellows of the Institute of Corporate Responsibility and Sustainability (ICRS).

The new Fellows were announced at a reception to mark the Institute's first anniversary on 24 September. Other names include Jonathon Porritt, co-founder of Forum for the Future and former Chair of the Sustainability Commission.

ICRS Chair Claudine Blamey said: "In appointing our first Honorary Fellows, we wanted to recognise those who have had a transformative impact on business and wider society while also demonstrating a genuine commitment to the development of the profession."

## Prestigious awards are supported by Cranfield

The School was one of three partners for the UK Customer Experience Awards.

These Awards recognise and reward outstanding achievement in customer experience across all sectors with the winners announced at a celebratory lunch at the Park Plaza Hotel in London on 25 September.

Eurotunnel Le Shuttle were this year's Overall Winner for delivering a fun and relaxing first-class travel experience for its canine customers – as well as their owners!

The Awards, whose other partners were Customer Experience Magazine and Awards International, were sponsored by InMoment. They raised £6,000 for chosen charity Barnardo's to help support the UK's most vulnerable children.

## Shai's hot ..... and cold

Dr Shai Vyakarnam, Director of the Bettany Centre for Entrepreneurship, has been named one of the 100 leading professors in his field.

Hot Topics, the fastest growing online community for tech leaders to share their stories and opinions, recently published a list of the 100 most influential professors of entrepreneurship, which included Shai.

To underline his credentials, Shai rubbed shoulders with an ex-Finnish Prime Minister at a unique event earlier this year.

The concept for \*ship was conceived in early 2014 when Shai was asked over dinner for ideas to stimulate entrepreneurship in the small city of Kotka which has a population of 50,000 and is roughly 90 minutes from the capital of Finland, Helsinki.

Kotka is a port and also hosts a maritime museum as the largest ever sea battle in the Baltic took place offshore more than two centuries ago between Sweden and Russia.

Shai said: "The obvious answer was to hold a tech startup festival called \*ship (entrepreneur-ship!). The local organisers, with the help of students from the region's universities,

brought together entrepreneurs, policymakers, mentors and investors. The event was staged at both the maritime museum and on board a couple of small boats, one an old steam powered icebreaker that had been reclaimed from Russia!"

He was the keynote speaker on board the icebreaker, following on from the former Finnish Prime Minister Paavo Lipponen who held office from 1995-2003.

Shai added: "It was a stunning event; it's evident that Finland is reeling from the effects of Nokia's demise but also benefits, at least in the south, from a talent pool which is creating companies like Rovio (creators of the Angry Birds franchise) and many more."



Shai with Paavo Lipponen, a former Prime Minister of Finland, at \*ship.

## eBook from our economists

Professor Joe Nellis and Dr Constantinos Alexiou have produced a new eBook to support the macroeconomics modules across the School's various masters programmes.



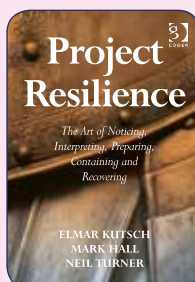
The eBook provides comprehensive coverage of macroeconomics in a global context. Joe said: "Costas and I have endeavored to make the eBook as user friendly as possible both for learners and lecturers with extensive audio and visual features designed to capture and retain the readers' attention. There are opportunities for in-class reflections and group discussions. We have also incorporated activity features with links to the latest macroeconomic developments that can be regularly updated."

Joe and Costas thank the University's Technology Enhanced Learning (TEL) team for their support in producing the eBook.

## New book publication: Project resilience

Dr Neil Turner and Dr Elmar Kutsch are co-authors of a new book *Project Resilience* published by Gower.

The book is about making projects and project managers more resilient and offers a glimpse into our tendencies to be irrational in the face of adversity – risk, uncertainty and complexity; and gives a new perspective to aid in managing risky, and in particular, uncertain and complex projects.



## Goodbye to RefWorks

The University's licence for RefWorks, the reference management software, is being cancelled at the end of November.

If you use RefWorks and wish to keep the references currently stored in your account you will need to transfer them to Mendeley, or another reference management tool of your choice, before the licence ends.

Full instructions explaining how to save and migrate RefWorks references are available from the MIRC and Kings Norton Library web pages, or contact the MIRC directly for more help and advice.





## Print

### Wall Street Journal – 27 July

**Dr John Glen** is quoted in a feature on the latest CIPS (Chartered Institute of Procurement and Supply) report which warns that China's debt woes present a growing threat to supply chains.

### Accountancy Magazine – 29 July

**Professor Susan Vinnicombe CBE** is quoted in an article about how the lack of gender equality at the top echelons of accounting firms is becoming a serious issue for accounting firms as client companies look for more diversity

### Financial Times – 30 July

**Dr Richard Schoenberg's** research into the management styles of UK cross-border acquisitions of continental European targets is referenced in a piece on 'successful mergers'.

### The Guardian – 13 August

**Professor Richard Wilding OBE** comments on office mailrooms which are overflowing with shopping packages for employees.

### The Guardian – 24 August

**Professor Elisabeth Kelan** is quoted in a feature on sexism in the workplace.

### Financial Times (Business Education supplement) – 14 September

**Professor Susan Vinnicombe CBE** comments that business schools need to make sure their programmes are attractive to women and then market them better to women; they also need to introduce more incentives, such as bursaries.

### Financial Times – 15 September

**Professor Elisabeth Kelan** comments that men are essential in getting equality for women higher up in business. She says: "70% of managers and leaders are men. They are the people who can make change happen."

### Financial Times – 1 October

**Professor Patrick Reinmoeller** comments on exit interviews and that a single interview may not be enough. He believes the exit interview should be the start of a far lengthier departure process of 'offboarding'.

### Financial Times – 5 October

**Professor Maury Peiperl** is featured in the 'Meet the Dean' section in which he says he learned most of the practical leadership lessons during his early years of work in industry.

### Independent on Sunday – 25 October

There were a number of mentions for the School in the 'MBA Guide' - those featured were **Dr Steffi Hussels**, **David Simmons** and Cranfield alumni **Ife Ibitokun** (MBA 2015) and **Doc McKerr** (MBA 2014).



## Radio

### BBC Radio 2 – 17 September

**Dr John Glen** was interviewed live on the Simon Mayo Drivetime show commenting on whether the Federal Reserve was going to raise US interest rates and the likely impact on the rest of the world.

### BBC Radio 4 – 9 October

**Professor Richard Wilding OBE** was interviewed for the 'You and Yours' programme on the complexity of supply chains and how delays can occur when consumers order goods.

### BBC Radio 2 – 13 October

**Dr John Glen** was interviewed live on the Simon Mayo Drivetime show commenting on the news that the UK inflation rate had turned negative again as official figures showed it fell to -0.1% in September.

## Online

### Offshore shipping online – 10 September

**Allen Leatt** (MBA 1988) has been appointed as Chief Executive of the International Marine Contractors Association (IMCA).

### www.ngrguardiannews.com – 15 September

**Bimpe Olufemi** (MBA 2002) is the new head of consulting operations for FITC, a special purpose not-for-profit professional services organisation based in Nigeria.

### www.mailonline.co.uk – 18 October

**Dr Jutta Tobias** discusses the benefits of practicing mindfulness in an article about staff retention and absenteeism being big issues for modern business.

### www.bbc.co.uk – 26 October

**Stephen Carver** comments that nothing appears to have been learned to stem the tide of bad behaviour from the world's largest companies after Libor, payment protection insurance, phone hacking and every other scandal.



## Papers, publications, conferences, awards

**Dr Soroosh (Sam) Saghi** presented his paper 'Logistics outsourcing: Recent trends and emerging directions' at the Logistics Research Network Conference at the University of Derby. Sam and **Professor Richard Wilding OBE** co-produced a white paper, in association with GS1 UK, exploring how standards provide benefits to omnichannel retailers.

**Professor Keith Goffin**, in a break from his normal area of innovation management, has co-authored a paper 'All the 'open peaks' are closed (except peak 100)' which has been published in Japanese in *Himalaya*, a top Japanese journal. This tells the story of the second ascent of Spangnak Ri, a 6,355m mountain in Ladakh, northern India.

**Dr Jutta Tobias** co-authored paper 'Mind the Gap: The link between mindfulness and performance at work needs more attention' has been accepted for publication in the journal *Industrial and Organizational Psychology: Perspectives on Science and Practice*. Jutta was also invited to speak about mindfulness in education at NUI (National University of Ireland) Galway's mindfulness conference in October.

**Professor Michael Dickmann's** co-authored paper 'Career success across the globe: Insights from the 5C Project' has been accepted for publication in *Organizational Dynamics*; and his co-authored paper 'The importance of career capital in succeeding in one's personal career: Evidence from a long-term career follow-up of expatriates' has been accepted for publication in *Thunderbird International Review*.

**Professor Patrick Reinmoeller's** co-authored paper 'Following fashion: Visible progressiveness and the social construction of firm value' has been accepted for publication in *Strategic Organization*.

**Dr Neil Turner's** paper 'Making it happen: how managerial actions enable project-based ambidexterity' has been accepted for publication by *Management Learning*. Neil presented a session on 'Why projects fail' at the annual conference of the Institute of Internal Auditors. Also, Neil and **Dr Elmar Kutsch** each did a webinar on project resilience for Hewlett Packard's project managers.

**Professor Joe Nellis** wrote an article 'New normals beyond the horizon' for Willis Limited, a financial institution group, on the changing global business environment.

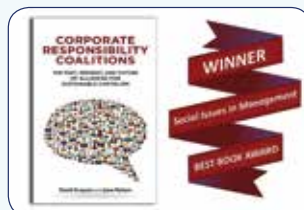
**Dr Benny Tjahjono** co-wrote a column in *The Jakarta Post* on the need for a progressive policy in Indonesia to boost innovation. Benny was also quoted by an Indonesian news agency, Antara, on the quality of teaching and research at Cranfield in relation to current PhD student Luluk Lusiantoro who had won an award from the CILT.

**Dr Steffi Hussels** was a judge for the 2015 Growth Investor Awards. The Awards celebrated the role of the UK SME fund management community in job and wealth creation. Steffi was the only academic on the judging panel for the most prestigious category of 'Growth Investor of the Year'.



### Professor David Grayson

**CBE**, with co-author Jane Nelson of Harvard's Kennedy School of Government, won the Academy of Management's (AOM) Social Issues in Management (SIM) Division's Best Book Award for Corporate responsibility coalitions: *The past, present and future of alliances for sustainable capitalism*.



**Professor Patrick Reinmoeller** also received two awards for his outstanding reviewing at the same AOM annual meeting in Vancouver, Canada. They were by the Organization and Management Theory Division and the Business Strategy and Policy Division, two of the largest divisions of the AOM.

**Ian Kierans** (supervised by Professors Keith Goffin, Mark Jenkins and Mike Bourne) has successfully defended his PhD thesis entitled 'Developing a business model innovation capability within an established company'.

**Nazia Hussain** (supervised by Dr Deirdre Anderson and Professor Sue Vinnicombe CBE) has successfully defended her DBA thesis entitled 'Assessing the impact of family and religion in shaping UAE national women's choice of, and engagement with, their careers'.

**Yiarayong (Te) Klangboonkrong** (supervised by Professor Mark Jenkins, Dr Tazeeb Rajwani and Dr Palie Smart) has successfully defended her PhD thesis entitled 'Modes of knowledge production: Articulating coexistence in UK academic science'.

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

## Welcome to...

**Dr Leila Alinaghian** – Lecturer in Supply Chain Management (*pictured*)

**Farooq Habib** – Lecturer in Supply Chain Management

**Dr Ian Speakman** – Senior Lecturer in Key Account Management (*pictured*)

**Dimitrios Zisis** – Senior Research Fellow in Supply Chain Modelling

**Dr Clive Savory** – Senior Lecturer in Innovation Management

**Chris Rogers** – Executive Development Director

**Sarah Brame** – Client Co-ordinator

**Vikki Lucas** – Client Co-ordinator

**Benedetta Crisafulli** – Lecturer in Marketing

**Georgios Mezilis** – Website Manager



## Farewell to...

**Thea Hughes** – Senior Secretary / Programme Manager

**Dr Carlos Mena** – Reader in Procurement

**Simon Templar** – Lecturer

**Dr John Towriss** – Senior Lecturer

**Professor Cliff Bowman** – Chair in Strategic Management

**Dr Ranadeva Jayasakera** – Senior Lecturer in Finance

**Dr Sam Agyei-Ampomah** – Reader in Finance

**Melanie Ellis** – Group Administrator / Secretary

**Dr Jonathan Lupson** – Director of MRes Programme

## Retail supply chain excellence leaders

Professor Mike Bernon and his team were honoured at the Hermes Retail Week Supply Chain Awards.

They received the award for Investment in Supply Chain Professionals at the Hilton Park Lane in London for their collaboration with Travis Perkins. Mike has run the supply chain programme for Travis Perkins since 2011 which has seen more than 250 attendees.

He said: "The award reflects a deep partnership between Cranfield and Travis Perkins that has delivered real business value through an innovative and continuously evolving approach to learning and development."



Mike (second from right) and Noreen Munnelly (second from left) with representatives from Travis Perkins.

## Reunion for Chilean alumni

International Development Director David Simmons hosted a reunion for more than 30 Chilean alumni on a recent visit to South America.



David said: "It was so heartening to see what Cranfield means to them and how it has helped shape their careers. It was even better that they also had the chance to meet some possible future candidates for our MBA and MSc programmes and to share their positive experiences with them. We are really fortunate to have such a dynamic group of ambassadors in a country which is clearly going places."

## A welcome addition

**Professor Monika Hamori** is on sabbatical for six months at Cranfield from IE Business School in Madrid.

Monika teaches Human Resource Management (on the MBA, DBA and PhD courses) back in Spain and her research focuses on career paths and career success.



## Singaporean exchange visit

Singapore Management University (SMU) students had an authentic British experience when they came to Cranfield for a week-long exchange visit in September.

They are pictured with Professor Frank Horwitz, Programme Director of the Cranfield Executive MSc in IHRM (International Human Resource Management), on a company visit to Aston Martin's Gaydon headquarters in the West Midlands.

The SMU students also completed a module on our MSc in IHRM on 'Consulting and



Influencing Skills' together with our Cranfield students.

This was a reciprocal visit after Cranfield students went to Singapore in May for a one-week course run by SMU on 'Cross-cultural communication in an Asian context'.

## Charity fundraising

The recent dress down days have raised just over **£70** for Lindengate (September), **£65** for Freedom Support Solutions (August) and **£52** for Cats Protection (July).



## Lunchtime seminar

**Thursday 26 November**

**13:00hrs, CMRI Gallery**

Visiting Fellow **Dr Thomas Ilin** will be giving a lunchtime seminar on 'Opportunities in risk management: The commercial benefits of realigning business school offerings with new requirements and trends in practice'. A buffet lunch will be available from 12:30hrs.



## 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)

The deadline for the next issue is: **Friday 20 November**.

Printed on paper from a sustainable source by Cranfield Design and Print

## The need for speed

Staff, students and clients enjoyed the Cranfield Motorsport simulator hosted in the CMRI during September and October.

CCED staff took the F1 experience on the Silverstone national circuit a step further by running their own team building session where the nominated driver was blindfolded!

