

## New target for women on boards

Cranfield's International Centre for Women leaders worked with Lord Davies on his closing 'women on boards' report that reviewed the progress his steering committee had made since its launch in 2011.

The report, which was launched to an audience of business leaders and journalists (in October 2015), proposed a series of recommendations including a new target of all FTSE 350 boards having 33 per cent female representation by 2020 and a review of the female executive pipeline.

The report also celebrated the UK's FTSE 100 reaching the milestone of 25 per cent of board positions being filled by women in 2015 - a target set by Lord Davies in 2011. The figure now stands at 26 per cent (up from 12 per cent in 2011). There are now more women on FTSE 350 boards than ever before.

Susan Vinnicombe CBE, Professor of Women and Leadership who has led Cranfield's

Female FTSE research said: "Cranfield has been measuring the number of women on boards for 16 years, so we are of course delighted to see such progress, especially in the last few years. We do however remain acutely aware that the big challenge ahead is to tackle why there are still so few women at executive level - 9.6% is just not acceptable.

"Our research shows that the pool of new talent available for board positions is expanding and the women have plenty of relevant board experience. We must now turn our focus to opening up executive level positions to these very capable and credible women."

Susan who was a member of the Lord Davies steering group has been appointed to the 2020 Forum aimed at increasing ethnicity on the FTSE 100 companies which is chaired by Sir John Parker.



Professor Vinnicombe is pictured (second left) with Lord Davies; Denise Wilson (left) and Amanda Mackenzie (right) from Lord Davies steering group.

## Trying to minimise food waste in Qatar

Cranfield is leading a three-year joint research project called SAFE-Q (Safeguarding Food and Environment in Qatar), providing strategic input for the management of food supply chains.

With discarded food making up more than half of all Qatar's waste, the project is attracting considerable media attention in the Gulf region. Funded by the Qatar National Research Fund, the \$835,000 project also involves Georgetown University School of Foreign Service in Qatar, Brunel University in the UK and the University of Western Sydney in Australia.

Dr Emel Aktas, the principal investigator for Cranfield, said: "This 'waste into wealth' project in Qatar aims to examine the causes of food waste in distribution and consumption, with a focus on minimising waste occurring in the food supply chain. With their country so dependent on food imports due to the climate, a lot of people in the country are uncomfortable with the excessive amount of food waste."

After initial workshops with key stakeholders back in May were very well received, Emel returned to Qatar at the end of October to interview supply chain professionals and consumers. An online survey was also conducted during November.

Emel added: "By collecting data on food waste through interviews and consumer surveys, we're focusing on operational problems occurring during the transportation and storage of food and providing an estimate of the waste occurring in distribution. I've personally already learned a lot about the supply chain infrastructure in Qatar.

"We will establish the link between the frequency of distribution to food quality and security, develop simulations on food waste, assess risks and develop policy recommendations to reduce and eliminate this waste."

For more information, E: [emel.aktas@cranfield.ac.uk](mailto:emel.aktas@cranfield.ac.uk)

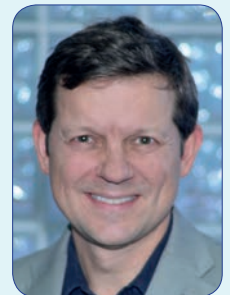


## MBA rankings success

Our full-time MBA has been recognised by the influential business school website Poets And Quants, which aggregates the four leading rankings of the Financial Times, Bloomberg BusinessWeek, Forbes and Economist. We moved up a place to 11th from last year.

## What really makes customers buy a product?

It's one of the most debated questions in marketing and now a Cranfield team have made some interesting discoveries in their research, which featured in Harvard Business Review last month.



"It includes some surprising findings about a touchpoint that's at least as influential as word-of-mouth and sometimes even more so," says Dr Emma Macdonald, who co-authored the blog with Professor Hugh Wilson and doctoral researcher Shane Baxendale.

"There are things you or your clients might want to comment on. Do you have experience of the importance of peer effects? Can you track the influence of peer effects? Do you do anything to help customers to sell to each other?"



Take a look and join the conversation at [hbr.org/2015/11/what-really-makes-customers-buy-a-product](http://hbr.org/2015/11/what-really-makes-customers-buy-a-product).

## Christmas closure

The University closes for the festive break on 23 December and reopens on 4 January. Why not make a New Year's resolution to do your bit for the environment and recycle your Christmas cards and wrapping paper? There are facilities available on campus as well as at some supermarkets.



## Switch off over the festive period!

While you're hopefully switching off over the festive period, please don't forget to do the same to your office lights and appliances. Not only does it help reduce our carbon footprint but it makes a huge financial difference.

Every pound we unnecessarily spend on energy means the University must earn an extra £5-10. So if we save £50,000, this equates to £250,000-£500,000 research income.



## Message from the Director...



As my first year at Cranfield draws to a close, I wanted to take the opportunity to reflect on a couple of highlights from a period that has seen so many successes for the School, including great results in the recent Forbes and BusinessWeek rankings for our MBA programme. Without the dedication of our people right across the School, as well as our graduates, none of this would have been possible.

Something we will continue to see playing out across all aspects of business life and society is the circular economy model, which aims to decouple economic growth from resource constraints. Our pan-University approach at Cranfield has seen us partner with the Ellen McArthur and Schmidt Family Foundations to help accelerate the process, which is already reaping benefits in global businesses.

Working collectively with partners across sectors and borders is critical to addressing the problems of rising commodity prices and wasted resources. The reward of a whole new era of socio-economic value creation can make a massive difference to a business' bottom line while providing a sustainable fiscal and environmental legacy for generations to come. With our strong combination of basic science, practical application, and leadership development, Cranfield is uniquely positioned to contribute in this arena.

Entrepreneurship remains an area that underpins all our activities, so this September we were pleased to launch our MSc in Entrepreneurship and Management. This consolidates the great work already happening in the Bettany Centre with initiatives including the annual Venture Day, and reinforces the message that if you've got a business idea, Cranfield is the place to be. You only need to look to our inspiring alumni community, many of whom started their businesses here as students. Several are contributing directly to our current efforts, including the creation of a seedcorn fund to take new ideas through proof-of-concept stage.

And as we welcome in a new year, and look forward to our 50th anniversary in 2017, it seems fitting to make a resolution. Whether you're studying or working here, get involved at Cranfield. Don't wait. The time is now!

Thanks for all your hard work and support over the last year. Enjoy the holidays and I look forward to working with you in 2016.

**Professor Maury Peiperl**

**Director, Cranfield School of Management**

## Why you should rethink your operational procedures

Professor Marek Szwajkowski and Dr Bob Lillis have produced a white paper with Suiko, the operational excellence specialists, which looks at the strategic imperative and critical success factors that lead to building and sustaining lean operational excellence.

Aimed at board level decision makers, the paper combines advice based on research that will help organisations understand the guiding principles of operational excellence.



*Professor Marek Szwajkowski*

Marek said: "The changing economic climate has forced many organisations to rethink and revitalise their lean operations. For an organisation to meet and exceed its potential, it needs to focus on developing a culture that listens to customers, engages the workforce, makes the necessary investments and exploits opportunities for growth.

"This paper provides the practical advice to achieve operational excellence. It presents the findings of our research into sustaining major change initiatives, and in particular points to the important influence of leadership, management, politics and individual employees."



*Dr Bob Lillis*

## Sandra's success at PM awards

The Cranfield Executive MSc in Programme and Project Management (PPM) produced three of the four finalists – including the winner – for a category at the APM Project Management Awards 2015.

The Geoffrey Trimble Award for the best postgraduate dissertation, sponsored by BAE Systems, went to Sandra Eaton for her thesis exploring the motivations of senior Ministry of Defence change leaders involved in Defence Reform.

Dr Neil Turner, Director of the MSc in PPM, said: "Our graduates have picked up this accolade several times over the past few years, and it's testament to the hard work, dedication and calibre of the students on the programme that Cranfield has managed to win again against such strong competition. It is wonderful to see that the value of the MSc thesis is recognised and celebrated by the Association for Project Management."

Sandra added: "The Cranfield Executive MSc in Programme and Project Management was a fantastic learning experience; bitten by the research bug, I am now a PhD student – supervised by Cranfield of course!"

Sandra has more than 20 years' experience as a project, programme and change manager for the MOD and she is currently on a two-year secondment to Cranfield. In addition to her doctoral studies, she also teaches on our MSc in Defence Acquisition Management and will be sharing her research experience with the new cohort on Cranfield's Executive MSc in PPM from January.



*Sandra with Peter Fielder (MD of Performance Excellence, BAE Systems).*

## ENCORE for complex systems researchers

The School's Complex Systems Research Centre has enjoyed another successful EPSRC (Engineering and Physical Sciences Research) bid.

Project ENCORE (Engineering Complexity Resilience Network Plus) follows a call from the EPSRC as part of its Engineering Grand Challenges to be tackled.



Cranfield's share of the £500,000 project is £107,000 and is due to start early in the New Year. Led by the University of Sheffield and principal investigator Martin Mayfield, other universities acting as co-investigators in the three-year project are Durham and Strathclyde.

Professor Liz Varga, who is project lead for Cranfield, said: "ENCORE is bringing together academic and practice-based expertise in complex engineering systems, complexity science and natural systems. We will identify, develop and disseminate new methodologies to help us understand and explain the emergent behaviour of such systems and improve their performance and resilience.

"ENCORE will establish a strategically important network in engineering complexity resilience with the intention of influencing and having measurable impact on government, practice and academia."

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## Print

### **The Guardian - 23 November**

Figures from the 2015 Female FTSE Board report are quoted in an article which discusses whether or not quotas should be introduced. According to the latest report 91% of executive directors in FTSE 100 companies and 95% in FTSE 250 companies are men - and this is replicated across many sectors of society.

### **Supply Management - 20 November**

**Professor Richard Wilding** OBE, comments on the challenges for the logistics sector posed by the recent terrorist attacks in Paris

### **Financial Times - 18 November**

**Dr John Glen** is quoted in an article on the impact terrorist attacks, like those in Paris, have on global supply chains. John said: "Although supply chain risks have often felt remote, the European migrant crisis and conflicts in the Middle East mean that the risks are getting closer and feeling more acute".

### **Financial Times - 10 November**

**Hannah Marriage**, who is currently on the Cranfield Business Growth Programme (BGP), is quoted in an article on family businesses and the importance of succession planning. Hannah explains how the programme allows her and her family to discuss their longer-term strategies for succession with other owner managers. Marriage's, a flour-milling business was co-founded by her great, great, great-grandfather in Chelmsford with his twin brother in 1824.

### **Financial Times - 09 November**

Cranfield's research with Airmic 'Roads to Resilience' is referenced in a supplement on managing corporate reputation. For the report, Cranfield studied eight organisations regarded as having effective risk management practices and identified five principles needed to achieve resilience.

### **Financial Times - 05 November**

The closing Lord Davies 'Women on Boards' reports is discussed in an article on whether enough progress has been achieved. Professor Susan Vinnicombe is quoted: "There is still much to be done. For a start, the 15 companies in the FTSE 250 yet to appoint a female board member need to fix things pretty sharply. The pool of new talent available for board



## Papers, publications, conferences, awards

**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 Tazeeb Rajwani** was an invited speaker on 'Working and learning in the future' at an event organised by the Chartered Institute of Personnel and Development (CIPD) in Northampton.

**Professor Clare Kelliher** was a judge at the Workingmums.co.uk sixth annual Top Employer Awards held in London last month. The awards celebrate best practice in smart working and advancing women in the workplace.

**Emeritus Professor Andrew Kakabadse** has been inducted into the Thinkers50 Hall of Fame in recognition of his wide-ranging body of work including The Success Formula and Leading the Board. The Hall of Fame recognises the thinkers whose work informs how we understand and practice management and leadership in organisations.

**Dr Richard Kwiatkowski** has been shortlisted for a Wharton-QS Stars Reimagine Education Award. Dubbed "the Oscars of higher education innovation", the ceremony takes place in Philadelphia in December.

**Professor Paul Baines** will be standing in the elections for the Authors' Licensing and Collecting Society. The Society collects monies for reproduction of copyrighted works (e.g. books, journal articles, book chapters).



**Toby Thompson**, Executive Development Director, has successfully completed his PhD at University College London's (UCL) Institute of Education. His PhD thesis titled 'The management of time: New orders for executive education' was on the philosophy of executive education, and in particular, the philosophy of time and technology as these relate to executive education.

**Neil Rothenberg** (supervised by Professor David Denyer, with additional support from Professor Kim Turnbull James and Dr Catherine Bailey) has successfully defended his DBA thesis entitled 'The role of authority and context in shaping leadership processes and distribution in Business School Departments: An Exploratory Study'.



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

## Global recognition for ADP

Our Advanced Development Programme has been named one of the best leadership courses in the world by projectmanager.com.

Led by programme directors Dr Martin Clarke and Dr Catherine Bailey, Cranfield is named alongside Stanford, Harvard, Wharton, McGill and SKEMA Business School.



The winter issue of  
Management Focus is out now!

Copies are available from  
School of Management.



## BGP alumni are winners at the National Business Awards

Two companies founded by Cranfield School of Management's Business Growth Programme (BGP) alumni were winners at the National Business Awards last month.

Go Ape, the outdoor adventure company set up by Tristram and Rebecca Mayhew, took home 'The Customer Focus Award'. Jerome Mayhew, Managing Director of GoApe was there to collect the award (pictured). The judges said: "Go Ape go the extra mile when it comes to customer focus - they demonstrate strong ethics, excellent financials, continued innovation and a high level of commitment to delivering great experiences for their customers, or rather adventurous apes!"

Livity, the youth marketing agency, were also winners picking up 'The Social Enterprise of the Year Award'. The founders, Sam Conniff and Michelle Morgan, received glowing feedback from the judges: "From the beginning Sam and Michelle 'wanted to change lives' and they have certainly accomplished that. Livity is a truly outstanding example of how social can be at the heart of a successful and highly regarded commercial business that serves big business and many top brands."

Two more alumni from the Business Growth Programme had reason to celebrate as they were named as finalists - Debra Charles from Novacraft for 'The

Entrepreneur of the Year Award' and Fuad Mahammed of Ashley Community Housing for 'The Social Enterprise of the Year Award'.

Fellow BGP alumni Martyn Curley and Stephen Oldbury from Bidwriting.com worked with the businesses on their entries for these prestigious national awards.

Dr Veronica Burke, Director of the Business Growth Programme said: "We are very proud to see our alumni recognised at these prestigious awards. We see how hard the individuals who come on the BGP work and the contribution they make to business and society, so it is only right that their achievements are celebrated."





## Welcome to...

**Elizabeth Smith (Libby)** – Research Project/Course Administrator  
**Rosina Watson** – Research Fellow  
**Katherine Lakeland** – School Communications Manager (maternity cover)

## Farewell to...

**Geoff Simons** – Project Accountant

## Fundraising for the long run

Intrepid Cranfield MBA students will be pounding the streets of the capital in the London Marathon.

The eleven-strong team is running in support of Revitalise, a national charity that provides respite care in a holiday setting for disabled people and carers.

They need to raise a total of £16,500 and would welcome any donations. Keep your eyes peeled for a series of fundraising events in the run-up to the big day, including an auction on 18 April.

The marathon takes place on 24 April.

[www.justgiving.com/mbacranfield/](http://www.justgiving.com/mbacranfield/)



## From Cape Town to Cranfield

Full-time MBA Diane Chan interviews classmate Millar Nienaber on life at the School

### Why did you choose Cranfield?

I am an industrial and systems engineer, and because of the School's strong engineering pedigree, I felt that it would be like home, something I would be comfortable with. Going to a UK school also made sense in terms of gaining international experience, and moving to the countryside was a smaller leap than moving to the inner city: Cape Town is big but it's not London. The School of Management also gave me a bursary which helped swing the vote.



Millar Nienaber with Steffi Hussels

### How are classes going?

Economics is definitely something that I gain a lot of value from. With my operational experience working as a Quality Improvement Advisor for Aurum Institute back home, Accounting is also interesting for me. What surprised me the most was how enjoyable I find Marketing: from an engineering point of view, we tend to stereotype the subject as fluffy or nonsensical. However, there is a strong emphasis on using appropriate models, data-driven decision-making, and making appropriate steps to segment the market. As far as lecturers go, Bob Lillis (Operations) is very entertaining, and John Glen (Economics) is eloquent in the way he brings insight to the class: he's not your traditional slide-driven presenter and seems very authentic.

### Which MBA events are you looking forward to?

My wife Izel and I are participating in the Regatta which should be a highlight. Tuesday sports nights are always good fun for taking a break from school and engaging with people in a different format; you also get to meet the couples. Cranfield should be commended for how they involve the partners, actively pulling them into the activities that the MBAs do. Izel and I are also running our first marathon as part of the Cranfield team, so that's going to be exciting.

## Walton High School win Inter-County Business Challenge

A team of sixth-formers from Walton High in Milton Keynes fought off competition from Stantonbury Campus, Bedford Modern and Mark Rutherford School to win the 2015 Cranfield Inter-County Business Challenge. The final, which took place at Cranfield last month, brought together the winners from the county challenges from earlier in the year.

The Business Challenge, which is organised annually by the School's Centre for Customised Executive Education (CCED), gives pupils from School's across the county (Bedfordshire and Buckinghamshire) the chance to put the theory they have been learning into practice and take part in a series of business simulations, similar to those Cranfield designs for leading organisations around the world.

Karen Valverde, Business Simulations Manager in CCED, said: "We have been running the Business Challenge for local schools for almost 20 years now. It is one of the many examples of how Cranfield bridges the gap between

education and industry and is also a great opportunity for us to build links with organisations within the local area."

The students from Walton High competed through three rounds, in which they undertook a number of different tasks in a virtual business world before reaching the final. They came first in all categories and were clear winners overall.

Mr Makan (business teacher) reflected on the day saying, "The Non-executive Directors who helped to judge the competition were impressed with how the Walton High team made good use of visual aids and their teamwork and mature approach to all tasks was commendable."

Ben Goldsmith from the winning team said: "The experience was extremely valuable, we were able to identify how minor decisions had a great impact on both our business and the market as a whole. We have been able to develop personal skills such as team-working and communication skills as well as gaining a valuable insight into everyday business practice".



Walton High School winning team receiving their trophy From l-r: Karen Valverde, Roy Makan, Chetna Gorania, Zoe Albon, Ben Goldsmith, Ali Syed, Melvin Manirambona, Jules Barton, Henry Baker.

# 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 22 January.**

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## Charity fundraising

The 'Wear it Pink' dress down day to support breast cancer research raised almost **£78** for the charity.

