Contents

About the Editors xi
Acknowledgements xiii
Foreword: by J. Frank Brown, INSEAD and Thomas S. Robertson, Wharton School xv

PART ONE – INTRODUCTION 1
1. Mainstreaming Corporate Responsibility 2
   N. Craig Smith, INSEAD, and Gilbert Lenssen, EABIS
2. Business as Usual is Not the Answer to Society’s Problems 8
   N. Craig Smith, INSEAD and Halina Ward, IIED

PART TWO – STRATEGY 11
3. Corporate Responsibility in Strategy 12
   Andrew M. Pettigrew, Saïd Business School, University of Oxford
4. Microsoft: Bringing Technology to the Aging Population 21
   Maurizio Zollo, Bocconi University and Robert J. Crawford, INSEAD
5. IBM in China: Responding to a Government’s Social Initiatives 43
   Steven White, CEIBS
6. IBERDROLA: A Utility’s Approach to Sustainability and Stakeholder Management 55
   Tanguy Jacopin, IESE Business School, Serge Poisson-de Haro, HEC Montréal and Joan Fontrodona, IESE Business School

PART THREE – ACCOUNTING 79
7. Corporate Responsibility in Accounting 80
   Dennis Oswald, University of Michigan
8. Enel: CSR and Performance Measurement 97
   Anna Pistoni and Lucrezia Songini, Bocconi University
9. Novo Nordisk A/S – Integrating Sustainability into Business Practice 142
   Mette Morsing, Copenhagen Business School and Dennis Oswald, University of Michigan
Contents

10. From Grace to Disgrace: The Rise and Fall of Arthur Andersen 167
   N. Craig Smith, INSEAD and Michelle Quirk, London Business School

PART FOUR – FINANCE

11. Corporate Social Responsibility in Finance 198
    John Becker-Blease, Washington State University

12. Maximizing Shareholder Value: An Ethical Responsibility? 206
    Theo Vermaelen, INSEAD

13. Veridian: Putting a Value on Values 219
    Rakesh Khurana, Joel Polodny and Jaan Elias, Harvard Business School

PART FIVE – ECONOMICS

14. Corporate Responsibility in Economics 248
    H. Landis Gabel, INSEAD

15. Unilever and Oxfam: Understanding the Impacts of Business on Poverty 264
    N. Craig Smith, INSEAD and Robert J. Crawford, London Business School

    Ulrich Steger and Aileen Ionescu-Somers, IMD

PART SIX – ENTREPRENEURSHIP

17. Corporate Responsibility in Entrepreneurship 304
    Filipe Santos, INSEAD

18. innocent: Values and Value 311
    David Grayson and Robert Brown, Cranfield School of Management

19. Waste Concern: Turning a Problem into a Resource 332
    Johanna Mair and Jordan Mitchell, IESE Business School

PART SEVEN – MARKETING

20. Corporate Responsibility in Marketing 354
    C.B. Bhattacharya, Boston University and Sankar Sen, Baruch College,
    City University of New York

    N. Craig Smith, INSEAD

22. Norsk Hydro ASA: Sustainable PVC at Hydro Polymers? 382
    N. Craig Smith, INSEAD and Josephine Brennan, London Business School

23. GlaxoSmithKline and Access to Essential Medicines 417
    N. Craig Smith, INSEAD and Anne Duncan, London Business School
## PART EIGHT – ORGANIZATIONAL BEHAVIOUR AND HUMAN RESOURCE MANAGEMENT

24. Corporate Responsibility in Organizational Behaviour
   *Mette Morsing, Copenhagen Business School*

25. betapharm: Be Different or Die
   *Andre Habisch and Stephan Kaiser, Ingolstadt School of Management and Nigel Roome, Erasmus*

26. The TPG-WFP Partnership: Looking for a Partner
   *Luk N. Van Wassenhove and Rolando M. Tomasini, INSEAD*

## PART NINE – OPERATIONS MANAGEMENT

27. Corporate Responsibility in Operations Management
   *Luk N. Van Wassenhove, INSEAD*

28. illycaffè: Value Creation Through Responsible Supplier Relationships
   *Francesco Perrini, Bocconi University and Angeloantonio Russo, Parthenope University*

29. The Co-operative Group: Fairtrade Chocolate
   *Adrian Clarke, Josephine Brennan, Stephanie Robertson and Chris Voss, London Business School*

30. The Wal-Mart Supply Chain Controversy
   *N. Craig Smith, INSEAD and Robert J. Crawford, London Business School*

## Index