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# ISS2010



## OVERVIEW OF LECTURES

Columbia University, New York, USA / July 31st - August 7th / 2010

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# Introductory Lectures (1 hour)

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# Prof. Paolo Carbone

University of Perugia, Italy

**ENVIRONMENTAL MANAGEMENT SYSTEMS:  
AN ENABLING TOOL TOWARDS SUSTAINABILITY**

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## Biography

Paolo Carbone is Professor of Electronic Measurements at the University of Perugia – Italy, where he teaches courses in Quality Engineering, Software Quality, Enterprise Organization and Probability Theory. He has published about 120 papers in International Journals and in Proceedings of International Conferences. His research interests span several subjects such as metrology, statistical signal processing, statistical process control, wireless sensor networks, data converter testing and indoor positioning. Paolo Carbone is quality representative for the application of UNI EN ISO 9001:2008 to the quality management system of the University of Perugia. He is a registered auditor for the Italian Rectors' Confederation (CRUI), that manages a quality management system model that is applied at University level. He has held teaching positions at the University of California, Irvine. He serves on the editorial board of international and Italian journals. Since 2008 he is the President of the association TUCEP ([www.tucep.it](http://www.tucep.it)) and he is the director of the International Master in Innovation and in Business Management. Currently, he serves as Chair of the IEEE Italy Section System Council Chapter (ISSCC).

## Lecture Overview

Sustainability of the resources used by organizations can be reached through medium- and long-term wise choices. To help companies and public utilities address these issues, state-of-the-art management styles must be adopted. This one-hour talk will introduce and discuss existing Environmental Management Systems (EMS) such as those described in the standard ISO 14001:2004 and in the European Audit scheme EMAS. Several companies have adopted these EMS, gaining benefits such as increased control over their operations, increased environmental-communication related capabilities and better social acceptance. Practical aspects will be highlighted in the presentation, with examples taken from real-life cases.

## Links

[http://www.diei.unipg.it/PAG\\_PERS/carbone/home.htm](http://www.diei.unipg.it/PAG_PERS/carbone/home.htm)

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# Prof. Vito Albino

Polytechnic of Bari (Bari, Italy)



## GREEN ECONOMY: VISION AND DEFINITION

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### Biography

Vito Albino is Professor of Innovation and Project Management at Politecnico di Bari. His research fields are related to innovation processes in production chains and industrial clusters. Currently, he is investigating the role of proximity and knowledge sources in technology districts, and the environmental performance of production chains. Further, recent research has been addressed to the behaviour analysis of green companies. He is the author of more than one hundred papers published on refereed journals and books. He is the founder and director of the Knowledge Management Lab at the Politecnico di Bari. At the present, he is the responsible of the PhD program "Innovation Management and Product Development" of the Scuola Interpolitecnica di Dottorato for the Politecnico di Bari.

### Lecture Overview

This lecture is about the concept of green economy as it is emerging in the public debate and in the business community. The different views of this concept are compared and their potential impacts are considered referring to the United Nations Environmental Programme, the European Union regional policy, and the China's economic plan. Further, moving towards the green economy means a wide set of actions and interventions at the technical, economic, cultural, and social level. Some examples will be presented and discussed to show how countries and companies are approaching this emerging paradigm.

### Links

<http://www.dimeg.poliba.it/index.php>

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# Prof. Joseph Plummer

Columbia Business School (New York, USA)



## GREEN MARKETING: IT'S ABOUT EMPOWERMENT

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### Biography

Joseph Plummer is adjunct professor of marketing at The Columbia School of Business in New York. He is Chairman of the Sunstar Foundation, and senior advisor to Olson Zaltman Associates, C3Research, and the Verse Group LLC. Dr Plummer has worked globally for a range of companies on sustainability including GM, P&G, Nestle, J&J, BP, Philips, Samsung and AB. He was formerly Vice Chairman at DMB&B Worldwide until 1996 and then Chief Knowledge Officer of McCann Worldgroup until 2005. He has also worked with governmental organizations and Not-For-Profit groups such as Population Connection, CARE, and American Rivers on sustainability strategies.

### Lecture Overview

Scientists and activists have alerted business and global citizens to the damage that has been done to our planet and the consequences of climate change. Business and governments are responding on a massive scale worldwide, but with few common models for success. This lecture will try to examine three critical strategic components of success in moving forward- People, Planet, and Profit. We will look at this both for companies who have sustainability as a major pillar of their business plan, and those who have made sustainability their business. Finally, we will take a glimpse at the future in the context of the major paradigm shift from the Information Age to the Age of Imagination that is happening worldwide.

### Links

<http://www.gsb.columbia.edu/whoswho/bio.cfm?ID=56524>

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# Main Lectures (2 hours)

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# Prof. Christian Seelos

IESE Business School (Barcelona, Spain)

## SUSTAINABILITY AND ITS IMPLICATIONS FOR CORPORATE STRATEGY

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### Biography

Christian is the Director of the IESE Platform for Strategy and Sustainability. He researches topics at the interface between organizational strategy and the global sustainability agenda. His recent research on innovative corporate strategies in emerging markets was recognized by the Strategic Management Society (Best Paper Award for Practice Implications, 2007) and also received the 2008 IFC-FT Gold Prize for innovative research on private sector development. Christian previously worked as Director at FSG Social Impact Advisors (Geneva), Senior Contract Director at British Telecom Global Services and BT Ignite Head of Corporate Social Responsibility (London/Munich), Senior Strategy Consultant at Siemens (Munich), Vice President for portfolio strategy and product development at Transclick Inc. (New York). In the 1990s he was a Senior Adviser to the United Nations Special Commission on Iraq (UNSCOM) and led the inspection and disarmament efforts on biological weapons. In the 1980s he was Associate Professor for molecular biology (Vienna). Prof. Seelos has published more than 70 articles in the natural and social sciences.

### Lecture Overview

The concept of “sustainability” has been at the core of strategy research and managerial frameworks. How to create a sustainable competitive advantage is the holy grail of managerial decision-making. In this lecture we will develop an understanding of the linkages between the perspectives of corporate sustainability and the global sustainability agenda. We will focus on managerial implications in various industries and competitive settings. A short workshop will enable a hands-on understanding of strategic sustainability factors around water challenges.

### Links

[www.iese.edu/IPSS](http://www.iese.edu/IPSS)

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# Prof. Giuliano Noci

MIP, Polytechnic of Milan

**GREEN MARKETING: STRATEGIES AND PROCESSES  
FOR ACHIEVING SUPERIOR PERFORMANCE**



## Biography

Giuliano Noci is Full Professor of Marketing at Politecnico di Milano, where he is also Deputy Director of the Department of Management, Economics and Industrial Engineering and President of the Study Course in Management Engineering (Como Campus). He is a member of the Management Committee of MIP, where is also a senior faculty member in MBA/EMBA programs and corporate courses. and is in charge of international projects. Since 2008, he is also Research Fellow of Shanghai Jiao Tong University (Antai College of Economics and Management). He serves in the advisory board for the strategic planning of the Italian Ministry of Interior and is vice-president of the Sino-Italian research and training centre on the Exhibition and Convention industry, which also involves the Antai College of Economics and Management . He belongs to the Steering Committee of Luxury Club run by Harvard Business Review China. He works in the fields of Marketing and Strategy. His main research fields are: new marketing strategies, business strategy and the environment and exhibition and convention management. He has published books and several papers in refereed journals.

## Lecture Overview

The emerging patterns of individuals' buying behaviours and the growing importance attributed by governments to the “green agenda” have transformed the environmental dimension as a key determinant of a company's competitiveness. In particular, associating the company's brands with a green image has become an extraordinary value driver. In this perspective, this session will investigate: (i) the evolution of markets and customers' environmental awareness and their marketing implications, (ii) the strategies for achieving a competitive advantage, (iii) the processes and tools – both at a company and supply chain level – for gaining and maintaining superior performance, (iv) the integration of green marketing concepts into the broader concept of sustainable marketing.

## Links

<http://www.mip.polimi.it/go/Home/Italiano/Pagine-speciali/Elenco-personale/Noci-Giuliano>

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# Ed. Michael Hopkins

MIT, Sloan Management Review (USA, Boston)

## 8 WAYS (YOU NEVER THOUGHT OF) THAT SUSTAINABILITY WILL CHANGE MANAGEMENT

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### Biography

Michael S. Hopkins is Editor-in-Chief of the MIT Sloan Management Review, the leading print and web publication bridging the worlds of management scholarship and executive practice. Previously in his career as an idea journalist, Hopkins has worked for The Wall Street Journal, Inc. Magazine (where he was Executive Editor for 12 years), The Financial Times, and the Monitor Group. His feature work has been anthologized in the book series, The Best Business Stories of the Year (Vintage). Hopkins's work explores leading-edge developments in management practice, and under his direction the MIT Sloan Management Review has especially focused on inquiries into the management implications of sustainability and the rise of collaborative innovation—two key drivers of change in organization models, competitive strategy, and leadership behaviors.

### Lecture Overview

This lecture, “8 Ways (You Never Thought Of) That Sustainability Will Change Management,” draws on continuing survey research and interviews with global CEOs and management thought leaders to identify the new management ideas that are emerging in response to the opportunities and threats posed by sustainability issues. We will explore new findings about how companies are—or are not—building effective business cases for sustainability-related initiatives, and we will examine the “company of the future.” What capabilities must leaders cultivate in their organizations in order to ensure success in a sustainability-influenced world?

### Links

<http://sloanreview.mit.edu/the-magazine/2009-fall/>

<http://www.mitsmr-czine.com/busofsustainability/2009#pg1>

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# Dr. Flavio Tonelli

University of Genova (Genova, Italy)

## PRACTICAL APPROACHES TO SUSTAINABLE MANUFACTURING

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### Biography

Flavio Tonelli is Assistant Professor of Industrial Plants Design and Operations Management, at University of Genoa, Faculty of Engineering, in Italy. He has written and published over 20 articles in international journals on Economics, Simulations, Management and books chapters on these research topics. This research spans a wide range of areas such as operations management and strategy, performance measurement, operations sustainability and enterprise business networks. His professional experience includes planning production and control information systems implementation for large worldwide Companies, and consulting engagements in manufacturing.

### Lecture Overview

This lecture is about introducing sustainable manufacturing processes drawing on leading practice and research to address the current key issues in industry. We deal with the five primary processes involved in industrial processes: inbound logistics, operations, outbound logistics, marketing and sales, services. During the session a case will be discussed.

### Links

[http://www.diptem.unige.it/flavio-tonelli/Profilo\\_Personale.html](http://www.diptem.unige.it/flavio-tonelli/Profilo_Personale.html)

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# Dr. Roger Beach

University of Bradford (Bradford, UK)



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## Biography

Roger Beach is Senior Lecturer in Production and Operations Management at Bradford University, School of Management. Roger has practical and consultancy experience in various manufacturing environments and specific expertise in production management, information system design and general operations. Roger's research interests include the application of information technology - particularly in manufacturing, strategic and operational flexibility, high reliability organizations and supply chain management. He has published several articles on these topics in leading international journals. His current research focus is on partnering, supply chain risk and sustainability. Currently his teaching includes Operations Management (MBA) and Global Supply Chain Management (MBA). Roger currently serves as Associate Dean for Postgraduate Programmes at Bradford School of Management.

## Lecture Overview

The current fragmented/functional approach to sustainability and the conceptualisation of the supply chain as a bounded unidirectional flow of value does not provide the holistic approach that is required to meet the sustainability needs of tomorrow's business. A value cycle paradigm that facilitates the development of a multi-disciplinary research approach is presented and used to examine the extant literature for the principal issues that will need to be addressed. Future research concerned with developing environmentally sustainable business models must focus on the identification and management of the information flows at the interfaces between design, marketing, operations, logistics and external agents in the supply network. The extent to which the sustainability agenda is extending conventional business models will be demonstrated providing insights into those areas of the supply chain that require further research.

## Links

<http://www.manag.brad.ac.uk/people/people.php?name=rbeach>

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# Prof. Joseph Plummer

Columbia Business School (New York, USA)



## THE 3 P<sub>s</sub>: A NEW STRATEGY FOR THE GLOBE

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### Biography

Joseph Plummer is adjunct professor of marketing at The Columbia School of Business in New York. He is Chairman of the Sunstar Foundation, and senior advisor to Olson Zaltman Associates, C3Research, and the Verse Group LLC. Dr Plummer has worked globally for a range of companies on sustainability including GM, P&G, Nestle, J&J, BP, Philips, Samsung and AB. He was formerly Vice Chairman at DMB&B Worldwide until 1996 and then Chief Knowledge Officer of McCann Worldgroup until 2005. He has also worked with governmental organizations and Not-For-Profit groups such as Population Connection, CARE, and American Rivers on sustainability strategies.

### Lecture Overview

Marketing has played a major role in the success globally of brands from Coca-Cola to IBM to BMW in the 20th Century. Now marketing is playing a role in sustainability by raising the value of "green". The session will discuss the difference between effective Green Marketing and "Green Washing"; and the different role of marketing for sustainability when part of a brand's DNA like Pampers or Google compared to brands who are based totally upon sustainability such as Toms of Maine or Prius. This will lead to a better understanding of the power of Empowerment of customers and stakeholders as the key to effective Green Marketing.

### Links

<http://www.gsb.columbia.edu/whoswho/bio.cfm?ID=56524>

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# Prof. Pierpaolo Pontrandolfo

Polytechnic of Bari (Bari, Italy)



## GREEN PRODUCT INNOVATION: MEANINGS AND CAPABILITIES

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### Biography

Pierpaolo Pontrandolfo holds a PhD in Engineering of Advanced Manufacturing Systems and is Professor of Operations Management at Politecnico di Bari. He is collaborator of the InterNeg Research Centre (<http://interneg.concordia.ca>), John Molson School of Business, Concordia University, Montreal, Quebec, Canada. He is author of more than 100 papers, most of which published on international books or journals. His research mainly concerns supply chain management (lately with emphasis on supply contracts), corporate social responsibility (with regard to logistics), and green product development.

### Lecture Overview

This lecture deals with what a “green product” is and which capabilities firms need to develop such a product. In particular, first, a matrix to classify green products and help firms make strategic decisions is presented; then, several types of capabilities, relevant to improve eco-design abilities, develop green products and make them successful on the marketplace, are discussed.

### Links

[http://www-dimeg.poliba.it/~kmlab/index\\_file/p\\_pontrandolfo.htm](http://www-dimeg.poliba.it/~kmlab/index_file/p_pontrandolfo.htm)

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# Prof. Kashi Balachandran

Stern School of Business, NYU (New York, USA)



## VALUATION OF ORGANIZATIONAL CAPABILITY AND COST ACCOUNTING ISSUES IN CARBON EMISSIONS MANAGEMENT

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### Biography

Bala K. R. Balachandran is Professor of Accounting and Operations Management at New York University, Stern School of Business and the Editor-in-Chief of the Journal of Accounting Auditing and Finance. Professor Balachandran has written and published over 65 articles in leading academic journals of Economics, Accounting and Management Science. Professor Balachandran's professional experience includes analysis of costing systems and optimal operating designs, auditing, and consulting engagements in manufacturing, financial services and as expert witness on costing systems. He has given more than 350 speeches around the world including several keynote presentations at conferences.

### Lecture Overview

With the introduction of a carbon credits trading scheme, organizations will implement carbon emissions management schemes to meet ration targets, earn revenue and reduce costs. The relevance of reporting organizational capabilities (such as carbon sequestration assets) has not usually been questioned, but the reliability of the measures used to value these capabilities has often been questioned, especially when tangible asset capabilities are intertwined with intangible asset capabilities. This talk argues that a new reporting paradigm is needed if the accounting profession is to remain relevant, and proposes a model for valuing and reporting an organization's non-current carbon sequestration and emission capabilities. In addition, the presentation will discuss cost management practices applicable to sustainability work.

### Links

<http://pages.stern.nyu.edu/~kbalacha/index.html>

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# Dr. Paolo Taticchi

University of Perugia (Perugia, Italy)

**BUSINESS SUSTAINABILITY MEASUREMENT AND REPORTING: THEORY AND PRACTICE**

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## Biography

Paolo Taticchi is Assistant Professor and Lecturer in Business and Management at the University of Perugia, Italy. He holds a MSc in “Mechanical Engineering”, the Diploma of the “International Master in Innovation and Business Administration” and a PhD in “Industrial Engineering” from the same institution. He is currently Visiting Scholar at Stern Business School, NYU, New York. Paolo Taticchi performs scientific research in performance measurement and management, business networks and operations sustainability. These research activities have been documented in many books, chapters, journal and conference papers. He is Editor and Co-Author of the book “Business Performance Measurement and Management: new contexts, themes and challenges” published by Springer. He teaches managerial courses at both the undergraduate and graduate level, and seminars in international MBA and EMBA programs. Paolo Taticchi was the Director of the 1st International Summer School on Performance Measurement and Management, PACE University, New York 2009.

## Lecture Overview

This lecture discuss how the sustainability topic is influencing traditional business measurement and reporting practices. The theoretical approach will be highlighted by discussing available frameworks and performance indicators. The practical approach will be presented by reviewing interesting cases from the business environment.

## Links

<http://www.cbm.dici.unipg.it/CBM/Taticchi.html>